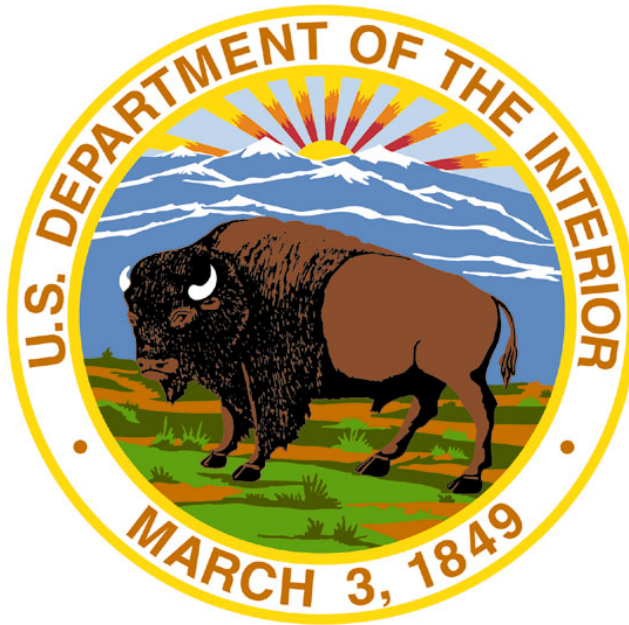# U.S. DEPARTMENT OF THE INTERIOR

2007 Summary of Major IT Investments

March, 2006

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U.S. Department of the Interior
FY 2007 Summary of Major IT Investments

This document describes major information technology investments the Department of the Interior has proposed for the FY 2007 President's Budget. These summaries are shortened versions of the Capital Asset Plans (Exhibit 300s) prepared for major IT investments during the capital planning and budget formulation process.

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DEPARTMENT-WIDE INVESTMENTS

Recreation One-Stop

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Departmentwide
Budget Account Number	010-84-4523
Account Name	Department of the Interior
Account number of any other budget accounts funding this investment:	010-00-9999
Program Activity	DOI Office of the Secretary; Office of PPP
Name of Investment	E-DOI - Recreation One-Stop
Full UPI Code	010-00-01-04-01-0010-24-117-058
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	
The Recreation One-Stop investment is one of the E-Government initiatives in the President's Management Agenda to improve the effectiveness, efficiency, and customer service of the recreation programs. The Recreation One-Stop initiative is intended to enhance customer satisfaction with recreational experiences on public lands. It will improve access to recreation-related information generated by the Federal government, streamline the systems used to manage that information, and increase the sharing of recreation-related information among government and non-government organizations. The investment will include the procurement of a new contract to integrate the separate National Park Reservation Service and National Reservation Recreation Service with the Recreation.gov website. The two major goals of the initiative are to provide: 1) a customer-friendly recreation portal (Recreation.gov) with information for planning visits to Federal recreation sites and making campground/tour reservations 2) consistent information about Federal recreation areas via different "channels" (databases, websites, and publications), by standardizing data and interfacing recreation-related computer systems The scope of the project has been clarified significantly compared to the initial planning, as a result of stakeholder meetings in 2002 and a Clinger-Cohen memo at the end of that year. Expected results now include: - dramatic improvement in consistency, accuracy, and timeliness of recreation data that is available to the public - more-seamless experience for customers planning trips and making reservations for Federal facilities - lower costs for the travel/tourism industry and organizations managing recreation facilities - implementation of "e-gov" objectives to better serve the public, by interfacing/integrating systems for planning trips, announcing events, making reservations, paying fees, disseminating information for maps/publications, etc. Deliverables will include: - National Recreation Reservation Service (NRRS), with an interagency recreation portal (Recreation.gov) providing campground/tour reservation services and trip planning information for Federal recreation sites - Recreation Information Data Base (RIDB), a warehouse of information about Federal recreation sites with the ability to export that data to state tourism portals, recreation-related businesses in the private sector, etc. - Data standards for recreation-related information (including RecML) - Blueprints for interfacing different recreation-related computer systems, based on the Federal Enterprise Architecture National Recreation Reservation Service (NRRS) The interagency recreation portal at Recreation.gov will consolidate the "legacy" Recreation.gov, ReserveUSA.com, and reservations.nps.gov applications to offer a single point of access to information about Federal recreational opportunities and reservations. The recreation portal will provide a comprehensive source of information about thousands of Federal recreation opportunities. Information about recreation opportunities on Federal lands will be displayed based on the interests of the customer, not centered on the agency providing the recreation opportunity. Through the National Recreation Reservation Service (NRRS), people planning a trip will be able to:	

- Discover which parks, forests, lakes, museums, and other recreation sites managed by Federal agencies are located near a particular area and/or offer a specific recreational activity (or combination of activities, such as hunting and camping within 20 miles of a particular lake)
- Use interactive maps for trip planning activities to locate specific recreation sites managed by Federal agencies. Other areas of trip planning information may include potential weather conditions, elevation, and distance to desirable features (public lands, trails, streams/lakes, roads, museums, campgrounds, etc.)
- Identify the schedule of planned events and the operating status of recreation sites managed by Federal agencies (especially in fire season and during floods)
- Determine the entrance fees and use fees for individual recreation sites managed by Federal agencies, and calculate the costs of a trip to visit multiple sites
- Make recreation-related reservations for use of Federal sites via one shopping cart
- Provide a user-friendly contact center for customers to make reservations and obtain information about facilities and activities in the NRRS
- Potential enhancements may include Federal pass sales, other types of recreation-related sales, and permits
- make inquiries for planning trips and dealing with transactions for recreation sites managed by Federal agencies

The recreation portal provided by the NRRS will be the Federal retail outlet for citizens looking for information about Federal recreation sites. The scope of the NRRS is limited to recreation sites managed by Federal agencies. The recreation portal will be designed to handle all aspects of a reservation at a Federal site, but to encourage customers planning a trip to explore other websites with more-detailed information about recreation opportunities. Except for reservations at Federal facilities, the interagency portal will provide just a "snack" of information, and point to other sources for customers to get the "full meal." The portal is not intended to provide an all-inclusive, one-stop shopping service that would replace non-governmental portals. That goal would lead to unnecessary competition with the many other systems and websites designed for tourism and travel planning.

Recreation Information Data Base (RIDB)

The Recreation Information Data Base (RIDB) is a warehouse of public domain data about recreation sites managed by Federal agencies. It will implement state-of-the-art technology to share data with other databases, websites, search engines, publications, etc., serving as an authoritative source of accurate, up-to-date information about Federal recreation facilities. RIDB will disseminate reliable, up-to-date information to other organizations so customers can find consistent information about Federal recreation sites, no matter what portals or publications they use. Detailed documentation is available at http://www.recreation.gov/architecture/

Data standards for recreation-related information

Data standards will streamline the sharing of recreation-related data among Federal, state, tribal, local, and non-government organizations, by establishing common definitions for recreation-related terms such as "campground." The initial voluntary data standard, RecML, involved state and local agencies and was adopted through the Government Without Boundaries initiative. Federal agencies will standardize additional data elements as part of the implementation of the NRRS and RIDB, so consistent data can be provided to the public about Federal recreation areas and facilities. Detailed documentation is available at http://www.doi.gov/ocio/architecture/modblu/recreation/know.htm

Blueprints for interfacing different recreation-related computer systems

An inventory and analysis of recreation-related systems will allow Federal agencies to plan the replacement of existing ("as is") systems. Duplication of effort (and cost) will be eliminated, by developing short-term and long-term migration plans to consolidate or interface different systems. The migration plans will require blueprints for changing existing systems and/or creating new ("to be") systems, so different projects led by different organizations at different times can complete the migration over time. These blueprints will be consistent, because they will be based on the Federal Enterprise Architecture (FEA). That effort, led by the Office of Management and Budget, classifies the major activities performed by Federal agencies so computer systems supporting those activities can be synchronized.

Blueprints will be developed and implemented by the partner agencies, with interagency coordination before making changes to the NRRS and RIDB. Within the Department of the Interior, the Investment Review Board has approved the Recreation Modernization Blueprint, so there is a clear management decision on the schedule to migrate specific systems from the "as is" to the "to be" state. More details are available at http://www.doi.gov/ocio/architecture/

The NRRS and the RIDB are in the Recreational Resource Management and Tourism component of the Natural Resources line of business, in the Services For Citizens business. Detailed documentation is available at http://www.doi.gov/ocio/architecture/modblu/recreation/know.htm

The Recreation One-Stop initiative was reviewed and selected for the FY06 portfolio by the DOI Investment Review Board (IRB) in July, 2004. A detailed Recreation Modernization Blueprint for migrating Interior-based systems from "as is" to the "to be" condition was approved by the IRB on August 18, 2004. Business Process Reengineering (BPR) of citizen-facing recreation permits was done in mid-2005.

How does this investment support your agency's mission and strategic goals and objectives?

Recreation One-Stop is an interagency initiative, involving 11 Federal organizations and 5 Cabinet-level departments. Recreation is a core mission responsibility for all of the federal land management agencies. For example, one of the Departments of the Interior's major strategic goals is to "Provide recreation opportunities for America." In the Forest Service Strategic Plan (2000 Revisions), Objective 2.a under "Multiple Benefits To People" is to "Improve the capability of the Nation's forests and grasslands to provide diverse, high-quality outdoor recreation opportunities." The Corps of Engineers says that its Natural Resources Management Mission is to "manage and conserve those natural resources, consistent with ecosystem management principles, while providing quality outdoor public recreation experiences, to serve the needs of present and future generations. The Corps conserves natural resources and provides public recreation opportunities that contribute to the quality of American life."

Recreation One-Stop is directly linked to the recreation missions the partner agencies. The system will provide a single, authoritative source of information and services to the millions of visitors to federal lands, historic sites, museums, and other resources, and establish the technical infrastructure for exchanging data.

A specific end outcome goal in the Department of the Interior (DOI) Strategic Plan is "Provide for a quality recreation experience, including access and enjoyment of natural and cultural resources on DOI managed and partnered lands and waters." Strategy 2 under that goal is to "Promote recreation opportunities" measured, in part, by the number of online transactions that might be processed through Recreation One Stop. Strategy 6 is to "Ensure Responsible Use in Recreation to Protect Natural, Cultural and Recreational Resources." That focus on sustainable use will be measured by demonstrating increased public awareness of underutilized recreation areas through increased visitation levels at targeted areas.

The Program Assessment Rating Tool (PART) evaluation of the BLM recreation program included "percent of recreation users satisfied with the quality of their recreational experience." PART reviews for NPS and BuRec have also addressed components of their recreation programs.

The other partner agencies have comparable strategies and objectives.

How does it support the strategic goals from the President's Management Agenda?

Recreation One-Stop is one of the high-priority initiatives selected in 2002 to accelerate federal government improvements in effectiveness, efficiency, and customer service. This strategy was adopted by the President's Management Council (PMC) in 2002, and it implements the "Expanding Electronic Government" priority outlined in the President's Management Agenda. As described on the E-Gov website (www.egov.gov), Recreation One-Stop is in the Government-to-Citizen portfolio along with GovBenefits.gov, IRS Free File, On-Line Access to Loans (E-Loans), and USA Services.

Recreation One-Stop will use Internet-related technologies to accelerate and streamline service delivery to citizens and improve management and responsiveness of joint Federal-state-local park and recreation programs. It will apply commercial best practices to improve government operating efficiency. The NRRS will reduce duplication and avoid costs by developing a single recreational data, mapping and transactional service, rather than multiple sites across many agencies.

The RIDB will help a wide range of partners communicate the value and relevance of federal, state and local parks, museums, historic sites, forests, lakes and urban recreation areas and their associated resources to all sectors of the American public.

Creating a comprehensive intergovernmental service will involve developing new partnerships with state governments and private/non-profit entities. The whole Recreation One-Stop initiative will increase interaction with the public to ensure greater understanding of park and recreation conditions, needs and threats, as well as the impact visitors have on park resources.

This investment will expand and improve the quality of pre-visit information and planning services available electronically to help visitors plan their visits, including alerting them to medical risks and hazards they could encounter. Specifically, the recreation-related data standards will allow a wide range of organizations to share their recreation data electronically, especially via web services on the Internet. Data standards are essential so a term has the same meaning whenever it is used (such as biking vs. hiking trails), and computerized systems can be updated with accurate and consistent information.

Data standards will streamline the processes required to update websites and print new editions of recreation-related publications. Local convention and visitor bureaus, private campgrounds, and a wide range of other recreation-oriented organizations should benefit from the ability to distribute accurate data about festivals, new facilities, revised hours of operation, etc.

Federal agencies already use the initial data standard, RecML, to disseminate recreation data that has been compiled for the Recreation.gov website. The data standards will be developed as part of the Federal Enterprise Architecture, facilitating architectural blueprints to interface/integrate existing databases/websites so they share data and avoid duplication of effort. "Change agents" in management and information technology positions will use the recreation documentation as a test of the FEA, to prove its utility in creating a real-world example of streamlined data sharing based on data standards and data exchange procedures.

The applicable laws and regulations affecting the development of the system are:
- Land and Water Conservation Fund (LWCF) Act of 1965
- OMB Circular A-11
- OMB Circular A-130
- E-Government Act of 2002
- Federal Information Security Management Act of 2002 (FISMA)

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

The Office of the Secretary in the Department of the Interior is the lead/managing partner of this initiative.
Partners include:
Bureau of Land Management
Bureau of Reclamation
Department of Transportation (Federal Highway Administration)
Fish and Wildlife Service
Forest Service
National Archives & Records Administration
National Oceanic and Atmospheric Administration
National Park Service
Smithsonian Institution
Tennessee Valley Authority
U.S. Army Corps of Engineers

How will this investment reduce costs or improve efficiencies?

Recreation One-Stop quantifiable benefits will directly impact the partners in the form of increased revenues and decreased costs, especially those with sites in the NRRS that accept reservations.

Quantifiable internal benefits of the Recreation One-Stop investment are due to reduced task duplication, increased sales, and employee timesaving.

1. Avoiding Cost of Creating Other Agency Websites

Recreation One-Stop will involve many federal agencies and facilitate partnerships with state and local governments. The initiative will maximize federal government productivity gains from technology by creating a consolidated database of park and recreation related information, news, and services. Additionally, Recreation One-Stop will reduce redundant systems. Eliminating duplicate efforts will result in major cost avoidance for government agencies.

Assuming the average cost of a Web site/GIS effort to consolidate recreation-related information is $25,000 per agency (a conservative estimate, reduced from $100,000/agency in the first Exhibit 300 completed in early 2002), the estimated avoided costs to government agencies in the first year would be $250,000 (excluding NRRS consolidation costs). As new partners were added, the benefits from these avoided costs would increase.

2. Avoiding Website Maintenance Cost

Cost avoidance among agencies can be accomplished by eliminating new agency start-up investments and reducing redundant web-site maintenance costs. Assuming maintenance cost equal 10% of development cost, the project will avoid $25,000 in costs the second year and would increase substantially as new partners were added.

3. Increased Sales and Fees Income

The new NRRS, will result in increased sales due to a higher quality of recreational information and services. The public will also benefit from easier access to this information.

On-line transactions will provide better service to citizens and generate additional revenue to the government. Revenues to the government will increase via increased visitor service fees and other types of services provided by concessionaires who support public parks and recreation activities. The Recreation One-Stop solution will connect customers quickly to other transaction systems that process on-line sales of Golden Eagle passes and other appropriate products and services, and may provide those services directly.

To look at one segment of this revenue alone, the Forest Service and Army Corps of Engineers currently generate approximately $39 million in gross revenue including call center and Internet sales from their joint reservation system. Internet sales account for approximately 38 percent of this total ($14.82 million). Increased awareness and ease of making reservations will increase this source of revenue by 2 percent ($.3 million in FY2002). This sales increase will continue annually.

(The benefits spreadsheet assumes the initial 2 percent increase compounds at 10 percent annually, meaning the FY2003 benefits from increased sales are 2.02 percent of the $14.82 million base or $330,000. This is a very conservative estimate, reduced from the 10% growth rate and initial $1.482 million increase attributed to Recreation One-Stop in the initial Exhibit 300).

4. Employee Time Savings

The Recreation One-Stop initiative will reduce the burden on federal employees engaged in processing reservations for recreational facilities. The difference between the cost of processing a reservation online versus via telephone or mail is $3. The cost of processing online is $6, while the cost of processing via phone or mail is $9.

Currently, Forest Service and Corps of Engineers process 1 million reservations per year and one-third of these reservations are online. Improved awareness and ease of use could increase the percentage of online transactions and reduce the number of relatively-expensive phone/mail transactions.

A conservative assumption is that Recreation One-Stop will stimulate more customers to switch to online reservations, and ultimately 75 percent of all reservations would be Internet-based (rising from 333,000 customers in FY2002 to 400,000 customers in FY2003, 500,000 customers in FY2004, 666,000 customers in FY2005, and 750,000 online reservations in FY2006). This would result in savings of over $5 million through FY2008.

Non-Quantifiable Benefits

- Cross Agency Program Enhancement

The initiative demonstrates partnerships and cooperation among various levels of government. The marketing of these important relationships and may attract new information-sharing partners from both the public and private sectors. Increased partnerships should enhance the consistency of other messages, in addition to the site-specific information in the Recreation One-Stop automated information systems.

Awareness of what the agencies do could enhance recruiting of qualified full and part-time recreational personnel, as well as volunteers.

- Improved Targeting of Federal Resources

By tracking and analyzing user trends and preferences through the web site, partner agencies will gain a better understanding of demand for recreational services, allowing them more effectively target recreation-related investments and budgets. Trends and shifts in public interest that may result in impacts on particular facilities can be identified further in advance.

- Reduced Maintenance and Management Labor Costs

Information quality will be improved significantly, by ensuring consistent information is provided on different web sites. Offering information on all recreational sources via one Web site will help to direct the public to new and under-used resources, creating less wear and tear on over-utilized areas. A consolidated Federal, State and Local government effort will enable citizens to learn about alternative recreation options and related services for a complete experience, while easing over-use at traditionally popular locations. Through better marketing of expanded recreational opportunities, management and maintenance costs of public recreational facilities may be reduced. External Benefits External benefits are those accruing to the public and entities not associated with the Recreation One-Stop initiative.

- Increased Data Search Efficiency and Decreased Public Search Time

The citizen will benefit from Recreation One-Stop by automating manual tasks. A tremendous amount of time can be saved from visiting a "one stop shop" Web site and finding complete and accurate information versus visiting multiple, unconnected sites. If the average person takes 10 minutes to find desired information, and improved navigation of the site produces a 20% reduction in time to get information, there is a 2-minute savings. 2 minute savings times the current rate of 25,000 accesses per day equals 50,000 minutes saved at a value of $.25/minute, based on Census Bureau median income statistics. These results in annual timesaving to the public valued at over $4 million.

- More Effective Public Information

The initiative will enable partner agencies to promote responsible recreation practices, provide important safety messages and information, and alert the public to special events and other pertinent recreation-related information.

The public will save time and money by ordering passes and other services via the Internet vs. mail service. This will reduce the amount of processing through the mail and reduce paperwork. Certain services or fees may be offered at discounted fees or prices for groups, tours, and year round passes for families, youth programs, senior programs and educational programs.

OMB Circular A-94 states that value to the public of government services can be calculated on the basis of the public's willingness to pay for comparable services in the private sector. The public has demonstrated a

willingness to pay for maps and travel information (travel books, maps, AAA membership, etc.). An estimate of the value of the information Recreation One-Stop will provide is conservatively estimated at $1 per user. With approximately 25,000 unique daily users of the current site, the value of information and services is conservatively estimated at $9 million per year.

The American public will be better educated and informed via consistent and compelling methods of communication of the valuable and relevant historic and archeological knowledge, and natural resources and programs. This will result in consumers making decisions with higher utility, thereby increasing consumer choice and saving consumers time and effort related to recreational activities.

- Improved Visitor Experiences

The goal of NASCIO's Government Without Boundaries initiative is to create a seamless online aggregation of government information and services from all levels of government (federal, state, and local.) With Recreation One Stop, recreation information will be presented in a manner that is citizen-centric and structured (a branding concept that conveys a consistent message). Web site visitors will have increased access to a variety of information about Federal recreational opportunities. By sharing the Federal data in a standardized format, a wide range of travel and tourism websites other than Recreation.gov will be able to offer unique "channels" of information targeted to specific audiences (hikers, anglers, birdwatchers, bikers, etc.), with data about Federal, state, local, and private sector recreation opportunities.

Citizens will be able to access information both intuitively and conveniently from such sites without needing to understand the structure of the multiple levels of government. The American public will be better informed through consistent and compelling methods of communication about the value and relevance of historic, archeological, and natural resources and programs.

Information will be available to members of the public anytime, at their convenience.

- Improved Accessibility

The public, as well as the international community, who would be otherwise unable to visit America's public lands, either due to disabilities, distance or availability of time or money, will be able to visit locations on-line though this Web site. In addition, the new portal will be fully compliant with Section 508.

List all other assets that interface with this asset.	
Three legacy systems (the National Park Reservation Service, NRRS, and Recreation.gov) will be reengineered into the new RIDB and NRRS. Those two systems will interface with a wide range of Federal Web sites and databases that include information about Federal recreation sites, as defined in the FEA documentation. Specifically within the Department of the Interior, a detailed Recreation Modernization Blueprint describes how about 25 separate systems can be interfaced or integrated with the NRRS and RIDB.	
Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	11.000
BY 2007 Total, All Stages Resources:	11.000
Life Cycle Total, All Stages Resources:	84.625

Geospatial One-Stop (GOS)

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E-DOI - Geospatial One-Stop (GOS)

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INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Office of the Secretary
Budget Account Number	010-12-0804
Account Name	Surveys, Investigation and Research
Account number of any other budget accounts funding this investment:	010-04-1109, 010-84-4523
Program Activity	Enterprise Information
Name of Investment	E-DOI - Geospatial One-Stop (GOS)
Full UPI Code	010-00-01-05-01-0120-24-404-142

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

Geospatial One Stop is a part of the new OMB E-Government initiatives to improve the effectiveness, efficiency, and customer service throughout the Federal Government. This investment has gone through the DOI CPIC process and has been reviewed was approved by the DOI IRB on June 22nd 2005.

The Geospatial One-Stop Portal does not contain geospatial data. Instead, the Portal is like a geospatial data card catalog that harvests copies of descriptive metadata from government organizations about their geospatial data holdings as well as about their plans to acquire geospatial data. Carrying this analogy further, this card catalog enables the user to electronically retrieve the "book" (geospatial data) from its source location. The master copy of the metadata (card catalog entries), and the data itself resides at the organization that owns or acts as steward for the geospatial data resource. The Geospatial One-Stop Portal provides an integrated cross-agency data search and discovery mechanism that enables agencies to share data and collaborate on planned future data acquisitions.

Geospatial One Stop improves the ability of government to utilize geospatial information to support the business of government and support decision-making. By providing the building blocks for a National Spatial Data Infrastructure (NSDI), Geospatial One Stop :

A. Provides one stop web access to geospatial information through development of a portal

B. Encourages collaborative planning for future investments in geospatial data

C. Expands partnerships that help leverage investments and reduce duplication

D. Facilitates partnerships and collaborative approaches in the sharing and stewardship of data

The availability of up-to-date and accessible information helps leverage resources and support programs such as economic development, environmental quality and homeland security.

The vision for the Geospatial One-Stop is to revolutionize e-Government by providing a geographic component for use in all e-Government activities across local, state, tribal and Federal government.

Goals:
1. To provide fast, low cost, reliable access to geospatial data needed
for Federal, State, and local government operations.
2. To facilitate G2G interactions needed for vertical missions such as
Homeland Security.
3. To facilitate the improved delivery of government services to the public.
4. To obtain multi-sector input for coordinating, developing and implementing
geospatial (data and service) standards to create the consistency needed
for interoperability and to stimulate market development of tools

The project has met its delivery milestones by launching an operational prototype (Version 1) Portal on which Federal, State and local government agencies have published metadata for almost 15,000 geospatial data resources. More than 150 of these are partnership opportunities being sought by agencies to collaborate on future data acquisitions.

The project developed and delivered on 9/30/03 the draft national standards that will enable agencies to easily share geospatial data for the following framework data layers:
- transportation
- elevation
- cadastral
- hydrography
- ortho-imagery
- geodetic control
- governmental units
- transportation

In FY04 a contract was competitively awarded for the Operational (Version 2) aspect of the Portal that built on lessons learned from Version 1.

Partnerships with State and local governments are growing and are the main focus in FY05 and FY06 as the project turns its focus from implementing an operational portal to populating the portal with data held by these non-federal agencies.

How does this investment support your agency's mission and strategic goals and objectives?

GOS has established a direct programmatic relationship with other major GIS initiatives and programs within DOI, such as the National Map and the DOI Enterprise GIS Information Management (EGIM) program. The National Map initiative provides current, on-line digital maps (primarily topographic) with national coverage. EGIM provides a consistent GIS-focused, technical, resource, and service foundation across DOI. GOS in conjunction with these complementary initiatives establishes both the systems and processes required for uniform geographic data and information access and associated performance based management processes. This approach is consistent with DOI's land- and resource-centric mission, strategies and objectives. GOS is providing leadership in the area of inter-agency and intra-agency geospatial coordination. This role directly supports the Secretary's four key business principles of customer value, accountability, modernization and integration.

The Department's strategic goals are:

1. Protect the Nation's natural, cultural and heritage resources: GOS and related initiatives improve data quality and availability of data for analysis, mapping of critical habitat for endangered species, and visualization of threats and solutions through the application of GIS technology. Geospatial One-Stop ensures that data related to these resources are documented and easily shared among agency bureaus.

2. Manage resources to promote responsible use and sustain a dynamic economy: Improvement in habitat conservation, restoration and condition of the National Wildlife Refuge System are facilitated by implementation of GOS. Geospatial One-Stop ensures that data related to these resources are acquired and formatted consistent with standards that enable data to be easily shared among bureaus.

3. Provide recreation opportunities for America: Geospatial One-Stop and related geospatial initiatives (e.g., EGIM, Recreation One Stop) facilitate recreational visits to federal lands by providing a uniform basis for the production and delivery of recreational maps.

4. Safeguard property and financial assets, advance scientific knowledge, and improve the quality of life for communities we serve: Communities and stakeholders are able to access and use geospatial data on hazards more effectively for hazards mitigation and management. GOS supports the President's management agenda (Disaster Assistance and Crisis Response E-Government initiative). More geospatial scientific data is accessible to customers, including more real-time data delivery, improved data integration tools, and GIS tools.

5. Manage the Department to be highly skilled, accountable, modern, functionally integrated, citizen-centered, and results oriented: Customer satisfaction with ease, speed, and effectiveness of data access and data integration are increased. Geospatial One-Stop enables the Department to provide access to its geospatial resources to other government agencies and the public through easy search and discovery tools enabled on the web. Data and information related to these mission areas are made readily available to the public through the GOS Web Portal.

How does it support the strategic goals from the President's Management Agenda?

Geospatial One-Stop directly supports the President's Management Agenda by enabling the geospatial component for government business processes which rely on maps, location, or other place-related information. This initiative is one of the 24 e-Government initiatives selected by the President's Management Council (PMC). It significantly enhances the implementation of e-government by enabling geospatial data to be more accessible and usable.

GOS serves as the organizational umbrella for all federal agency channels for geospatial services (Facilities Locator Service, the National Map, and GeoCommunicator). The GOS Portal serves as a virtual card catalog for spatial data and web services to support local, state, and federal programs and decision-making. In this context it also supports the following portions of the President's Management Agenda:

1. Strategic Management of Human Capital. GOS works with other initiatives such as EGIM, which will provide Best Practices for IT management, associated with Geo-spatial processes. These improvements in operational efficiencies will also be complemented by appropriate investments in and management of Human Capital. Current GIS-related processes are being streamlined, reduced or eliminated and, in appropriate instances, reengineered. With the implementation of Geospatial One-Stop approved standards through the Federal Geographic Data Committee, large-scale purchases of GIS tools, and technical support concentrated in an approved suite of tools, support costs will be favorably impacted by economies of scale.

2. Expanded Electronic Government. The implementation of e-Government through the GOS portal delivers useful science, recreational, and place-based data on a real-time time basis to broad segments of the public, as well as serve specific government-to-government information needs. Geospatial One-Stop makes it faster, cheaper, and easier for all levels of government to secure useful geospatial information.

3. Budget and Performance Integration. GOS is part of a comprehensive and ongoing restructuring of strategic planning and budget preparation to provide better linkages across Federal Departments and agencies, to achieve consistency of project and budget estimates. Substantial cost savings and cost avoidance can be expected as a result of streamlined geographic information management, standardized data, operation and maintenance. Reducing the time and cost required for data preparation; documenting spatial data holdings in an on-line clearinghouse; coordination with partners in anticipation of data acquisition; and application interoperability combine to return much of the investment.

As summarized in OMB's Strategy for E-Government :

The Geospatial Information One-Stop provides card catalog-like access to the federal government's spatial data assets in a single location and help make state and local spatial data assets more accessible. Federal agencies also make their planned and future spatial data activities available to state and local governments to promote collaboration and reduce duplicative efforts. Data standards developed through an intergovernmental process result in data that can be shared widely, saving taxpayers money. It also helps empower the private sector by communicating the characteristics of a desired standardized data product.

Value to Citizen: Standardized and reliable spatial data can help save hundreds of millions of dollars annually through collaboration and coordination of spatial data acquisition and maintenance. Lastly, it helps improve and expedite citizen service by making data more readily available to agencies requiring that information to perform their business functions.

Value to the Government: Full deployment will result in easier, more reliable access to spatial data that should result in millions of dollars saved annually by eliminating redundant data collection and increasing opportunities for cost-sharing partnerships. Consolidation and coordination of spatial data assets are critical enablers for other E-Government initiatives, as well as for the Homeland Security effort.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

The following agencies have specific responsibilities for Framework themes of data under OMB Circular A-16 and will be lead partners of the Geospatial One-Stop project:

A. Department of the Interior (DOI)
1. United States Geological Survey (USGS)
2. Bureau of Land Management (BLM)
B. Department of Commerce (DOC)
1. United States Census Bureau (Census Bureau)
2. National Oceanic and Atmospheric Administration (NOAA)
3. National Ocean Service (NOS)
4. National Geodetic Survey (NGS)
C. Department of Transportation (DOT)
1. Bureau of Transportation Statistics (BTS)

The following FGDC agencies have significant geospatial data programs and responsibilities under A-16 and are also partners in this project with financial responsibilities identified in the Exhibit 300:

A. National Aeronautics and Space Administration (NASA)
B. Environmental Protection Agency (EPA)
C. Department of Homeland Security

1. Federal Emergency Management Agency (FEMA)
D. United States Department of Agriculture (USDA)
1. Natural Resources Conservation Service (NRCS),
2. Farm Services Agency (FSA),
3. Forest Service (FS)
E. Department of Defense (DOD)
1. National Geospatial Information Agency (NGA)
2. US Army Corps of Engineers (USACE)

In carrying out the Geospatial One-Stop project, other partnership and consortiums, such as National Digital Elevation Program (NDEP) and National Digital Ortho-photo Program (NDOP) will also serve as active partners.

One Stop will also provide a geospatial component to other EGOV initiatives. Initial efforts for coordination have been with Recreation.gov where GOS will supply a location service for their portal and with DisasterHelp.gov to link GOS search and metadata retrieval capabilities to its first responder mapping application.

How will this investment reduce costs or improve efficiencies?

In 1993, OMB performed a data call in which it estimated that $4.1 billion was spent annually, at the federal level, on collection and management of geographically referenced data. In addition, state and local governments are estimated to spend twice that of the Federal government on collection and management of geographic referenced data. The Geospatial One-Stop project will reduce the costs associated with the management of geospatial data and improve the efficiencies by which it is acquired, accessed, and used across multiple Federal, state, and local governments, and the public sector.

Geospatial One-Stop will accelerate the cost efficiencies while reducing duplication. Geospatial services can be better organized, built, and funded in light of local needs, capacities, and supplemental resources. Complex problems, adaptive management, and innovative regulatory and public-private partnerships require a common set of practices. A shared process of all relevant factors, stakeholders, and local assets and programs capable of being leveraged in near real-time, lets agencies avoid duplication, waste, and gaps. The Geospatial One-Stop will:

A. Increase consistency, quality, reliability, and reuse of geospatial data.
B. Expand access to standard data more rapidly and at less cost.
C. Provide consistent and accessible nationwide data to prioritize, implement,
and adapt federal and state programs for local benefit.
D. Improve efficiency of coordinating intergovernmental and private sector efforts.
E. Promotes partnerships among federal, state, local, private, tribal, and
academic constituents.
F. Provide more accountable performance and results-oriented management.
G. Improve citizen involvement in the digital democracy, thereby improving
program accountability and performance.
H. Support demand for interoperability and functionality in technologies and
drives domestic and international sales.

List all other assets that interface with this asset.

Geospatial assets, such as interoperable standards, are being developed. We believe there are many assets across multiple agencies that will need a migration plan to interface with OMB policy guidance associated with Geospatial One-Stop. Further work is needed to assess these numerous cross-agency assets. Assets include but are not limited to: The National Mapping Program, the National Spatial Reference System, the National Geologic Mapping Program, the National Wetlands Inventory, the National Cooperative Soil Survey Program, the National Public Land Survey System, Geographic Coordinate Database, the National Oceanic and Atmospheric Administration (NOAA) nautical charting and nautical data collection and information programs, the U.S. Army Corps of Engineers (USACE) inland waterway charting program, the Offshore Minerals Program, the NASA's Earth Science Enterprise, FEMA's Flood Plain Mapping program and other federal activities that involve national surveying, mapping, remote sensing, spatially referenced statistical data, and Global Positioning System (GPS). In addition to the federal programs identified above, GOS is also closely aligned with DOI's Enterprise GIS Information Management (EGIM) initiative. This effort represents a crosscutting program, which will provide coordinated management and operation of all GIS and associated assets and related services. It also involves specification and development of a comprehensive set of Best Practices (and processes) for GIS data and information management, in order to serve the citizens, as well as governmental and commercial interests.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0.050
BY 2007 Maintenance Resources:	3.610
BY 2007 Total, All Stages Resources:	3.660
Life Cycle Total, All Stages Resources:	57.970

Federal Financial System (FFS)

DOI - Federal Financial System (FFS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Department Wide
Budget Account Number	010 00 9999
Account Name	Department Wide
Account number of any other budget accounts funding this investment:	See funding sources in Exhibit 53
Program Activity	Financial Management
Name of Investment	DOI - Federal Financial System (FFS)
Full UPI Code	010-00-01-01-01-0002-00-402-124

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

Currently, the Department of the Interior is dependent on a combination of government-wide systems, departmental systems and bureau managed systems for processing financial and related transactions and meeting management's need for financial management information. One of the Departmental systems is the Federal Financial System (FFS) which provides the core accounting processing requirements for most bureaus of the Department. FFS is maintained as a standard DOI system; 6 of the largest bureaus and 2 offices in the Department use the same set of software programs.
List of DOI Bureaus and offices using FFS include:
Bureau of Indian Affairs
Bureau of Land Management
Bureau of Reclamation
Fish & Wildlife Service
National Park Service
U S Geological Survey
Office of the Secretary
Office of the Special Trustee

Moreover, Interior's National Business Center (NBC) cross-services 18 non-Interior clients on FFS.

FFS was reviewed and approved through the Department's CPIC process.

The FFS was a commercial off-the-shelf mainframe financial software package that was designed expressly for Federal Government accounting. FFS is currently in a steady state phase.

FFS supports all aspects of federal accounting and is composed of the following integrated components: budget execution; project cost; cost allocation; general ledger; external reporting; accounts receivable; obligations (purchasing); accounts payable; annual close; automated disbursements; travel payments; etc. FFS has been implemented in various DOI bureaus for approximately 17 years; the first two bureaus having implemented FFS in October 1988. FFS is a mainframe system; some of that technology is becoming outdated, and more modern systems are being developed and maintained with different technology. FFS is nearing the end of its useful life. Moreover, the 2004 FFS Financial Management Systems Compliance Review indicated that FFS would require improvements if FFS were not being replaced by the Financial and Business Management System (FBMS).

The FFS vendor has already developed and is marketing its new Web/Client/Server generation of core accounting system software, and discontinued support of the old, mainframe version of FFS in October 2004. (Until replaced by the Financial and Business Management System (FBMS), FFS will be maintained under an existing Interior contract with the FFS vendor.) Consequently, Interior must replace FFS with a system that complies with a contemporary open system architecture environment. Further, the existing system does not take advantage of new technology and is not integrated in a manner that facilitates effective and efficient transfer of data and streamlining of processes necessary to support the Department in the future.

In 1998, the Department established a Financial Management Systems Migration Project (FMSMP) to address these issues. This project was renamed to Financial and Business Management System (FBMS) in 2003. DOI awarded a contract in January of 2004 for the implementation of FBMS. The Department plans to replace FFS and

other related financial systems through the FBMS Project. FFS will be retired as new functionality is available through the implementation of FBMS.. FFS must continue as a production system (until FBMS is fully implemented) in order for the Department of the Interior and its bureaus/offices to fulfill responsibilities for federal government accounting and reporting.

This investment has gone through the CPIC process, and was reviewed and selected for the 2007 portfolio by the DOI Investment Review Board (IRB) on June 22, 2005.

How does this investment support your agency's mission and strategic goals and objectives?

The Federal Financial System (FFS) supports the Department of the Interior's financial accounting processes and activities. FFS supports Interior's strategic goal to ensure financial and managerial accountability and the President's Management Agenda for Improved Financial Performance. FFS provides the capabilities needed for the Department and its bureaus to fulfill responsibilities for federal government accounting and reporting.

How does it support the strategic goals from the President's Management Agenda?

The Federal Financial System (FFS) supports the President's Management Agenda for Improved Financial Performance. The President's Management Agenda includes an objective to improve accountability to the American people through audited financial statements. FFS supports the Department's core financial functions that are necessary for preparing accurate financial information for financial statements. The FFS system processes financial transactions for 6 of the Department's largest bureaus and 2 offices, 18 non-Interior clients, and forms the basis for financial management information provided to program managers and the financial statements issued to OMB, Congress and the public. Further, the FFS system is one of the critical systems that are audited by external auditors as part of the financial statement audit process. Receiving an unqualified audit opinion from the external auditors is critical for providing assurance to OMB and Congress that the Department can manage its resources.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

Interior's National Business Center (NBC) provides FFS hosting services to 6 DOI bureaus and 2 offices (Bureau of Indian Affairs, Bureau of Land Management, Bureau of Reclamation, Fish and Wildlife Service, National Park Service, U.S. Geological Survey, Office of the Secretary, and Office of the Special Trustee).

In addition, the NBC cross-services 18 non-Interior clients on FFS. These 18 non-Interior clients are:
Commodity Futures Trading Commission
Drug Enforcement Administration
Equal Employment Opportunity Commission
Farm Credit Administration
Federal Communications Commission
Farm Credit System Insurance Corporation
Federal Labor Relations Authority
Federal Trade Commission
International Boundary and Water Commission
International Trade Administration
International Trade Commission
National Labor Relations Board
Nuclear Regulatory Commission
National Transportation Safety Board
Selective Service System
U.S. Consumer Product Safety Commission
U.S. Trade and Development Agency
U.S. House of Representatives

How will this investment reduce costs or improve efficiencies?

The Federal Financial System (FFS) is a steady state system to be replaced by the Financial and Business Management System (FBMS).. At this stage of the life-cycle, there are no cost reductions or improved efficiencies that can be associated with FFS. Savings and efficiencies have already been realized with the initial implementation of FFS.

List all other assets that interface with this asset.

Interior Department Electronic Acquisition System (IDEAS), Federal Personnel/Payroll System (FPPS), Internet, Integrated Charge Card Program, Consolidated Financial Statements System, and Treasury's Electronic Certification System.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	25.120
BY 2007 Total, All Stages Resources:	25.120
Life Cycle Total, All Stages Resources:	129.250

Financial and Business Management System (FBMS)

DOI - Financial and Business Management System (FBMS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Department Wide
Budget Account Number	010-00-9999
Account Name	Department Wide
Account number of any other budget accounts funding this investment:	See funding sources in Exhibit 53
Program Activity	Office of Acquisition and Property Management
Name of Investment	DOI - Financial and Business Management System (FBMS)
Full UPI Code	010-00-01-01-01-1127-00-402-125

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

Financial and Business Management System (FBMS) is a major enterprise management initiative that integrates financial management, procurement, property management and other subsidiary systems and is revamping administrative processes throughout the Department of the Interior (DOI). FBMS provides the system and process structure for the Department to modernize its operations. This financial management system provides complete, accurate and timely information on financial activities, including budget execution, acquisition, grants, property management, core accounting, and performance that enables Interior's employees and managers to make informed decisions about their programs. It is directly related to the Department's management improvement goals and strategies. DOI awarded the contract in January 2004 to implement FBMS. DOI selected BearingPoint, Inc., of McLean, Virginia as the solution provider for FBMS.

In the First Quarter of FY 2005, DOI awarded Application Support and Hosting for the FBMS to the National Business Center (NBC) and BearingPoint. Other Application Support and Hosting is provided by NBC. In the same quarter, DOI awarded eTravel Services to CW Government Travel, Inc. (also referred to as Carlson). FBMS interfaces to Carlson's E2 Solutions to support travel authorization and voucher integration. On April 5, 2005, the first deployment of FBMS was achieved: Financial Assistance at the Fish and Wildlife Service (FWS), the Office of Surface Mining (OSM) and the Minerals Management Service (MMS). Deployment 2, implementing the balance of FBMS functionality and integrating Financial Assistance into FBMS financials at three Bureaus, has been delayed while DOI acquires the services of a System Integrator for this and subsequent deployments.

DOI's NBC has been selected as a candidate service provider supporting the Financial Management Line of Business by the Office of Budget and Management. NBC serves as the application support and hosting provider for FBMS.

Situation: DOI is currently dependent on a combination of government-wide systems, departmental systems and bureau-managed systems for processing financial and related transactions and meeting management's need for business management information. Some of these systems are old, and certain commercial vendors that the Department relies on have discontinued support for their systems. For example, both of the Department's core accounting systems (FFS and ABACIS) is in their second decade of operation. FFS is a mainframe system based on technology that was first implemented in Interior in October 1988; some of that technology is outdated and is no longer supported by the vendor community. Enhancements to legacy systems like FFS are expensive and problematic, but changes are needed in order to meet rapid developments in financial management requirements and increased information responsiveness to goals described in the Department's Strategic Plan. In its conversion to FBMS, Interior replaces FFS with a system that complies with a more contemporary, "open system architecture" environment.

Beyond FFS, most other existing DOI business systems also do not take advantage of new technology and are not integrated in a manner that facilitates effective and efficient transfer of data and streamlining of process necessary to support the Department in the future. FBMS, by simplifying and speeding transaction processing, allows employees and management to devote more of their time to analyzing and solving more complex problems.

Solution: The scope of this project provides a Department-wide solution that significantly improves access to reliable, accurate, current and complete financial and business management information to support the decision-making process throughout all levels of the Department, affecting all employees and operations (approximately 70,000 DOI employees at about 2,400 locations nationwide). This includes such things as ensuring unqualified audit opinions, economic and efficient input and retrieval of data, and ensuring the best use of taxpayer and other available funds to promote proactive management of these funds. This also includes standardizing and streamlining the underlying functional processes with adequate internal controls and security. The system includes the following critical business functions: 1. Core Financial; 2. Acquisition; 3. Travel; 4. Personal Property and Fleet Management; 5. Real Property; 6. Budget Formulation; 7. Financial Assistance; and 8. Enterprise Management Information.

Since its inception, FBMS has been a collaborative undertaking among all the DOI bureaus. The project is designed to support federal financial management standards and to establish common business practices across the Department. FBMS streamlines linkages between critical financial management systems necessary to assure financial accountability throughout the Department.

This solution directly addresses DOI's responses to Performance Assessment Rating Tool (PART) reviews, specifically concerning the need for improved financial assistance program management aids, for improved project cost tracking, an integrated financial transaction and reporting system across the department, for an Activity Based Costing (ABC) tool, for better external financial transparency, and for improved security and controls over finance management and property systems. (See PART Reviews for Indian Roads - Operation and Maintenance (BIA), Partners for Fish and Wildlife (FWS), Project Planning and Construction (BOR), and Title XVI Water Reuse and Recycling (BOR), and others.)

Objectives: The objectives of FBMS are to:

1. Implement a unified Department-wide solution that standardizes and integrates financial and business management processes and data;
2. Reduce the risks associated with software systems that are at or beyond their useful life spans;
3. Provide financial and business management intelligence and analytic capabilities and analytical tools to strengthen decision-making capabilities that enables executives, managers, and other employees to more effectively carry out the Department's missions;
4. Ensure that secure financial and business management transactions are recorded properly and in a timely and efficient manner, with strong internal controls;
5. Satisfy critical and routine requests for external information from the public (customers and industry) and stakeholders for financial and business management related information and data to lessen the response time to the public and burden on programs to provide information manually;
6. Enable the Department to implement flexible and agile solutions to accommodate changes as new (and future) federal laws, regulations and financial and business management requirements may mandate;
7. Reform and streamline key financial and business management processes consistent with all applicable regulations and policies building on available best practices to improve performance and reduce costs;
8. Support Activity-Based Cost/Management (ABC/M) by providing a performance component with the ability to incorporate workload and performance data from the whole department into individual, multi-level and cross-functional decision-making;
9. Improve the capture, access, and sharing of information and increase the integration of processes to streamline operations and improve management control; provide a solution that fosters employee retention, professionalism, creativity, and excellence within Interior's financial and business management communities; provide a solution that economically and efficiently leverages technology advancements over the solution's life-cycle;
10. Implement a solution (architecture and/or process) leveraging industry and government best practices to take advantage of learning by other organizations;
11. Implement an effective document and records management solution for FBMS activities and meet standard records management requirements;
12. Implement cultural transformation throughout the Department to take advantage of FBMS solution and better support financial and business needs of the organization;
13. Enable effective change from legacy systems to the new FBMS solution using change management processes to minimize risk; and
14. Provide a solution with the capability to balance FBMS workload across DOI; and meet all applicable Department requirements and regulations for security and privacy.

Systems to be Replaced: The FBMS deployment schedule is a phased implementation over a multi-year period. The implementation of this enterprise system solution enables the incremental retirement of at least five major administrative systems, as many as 30 bureau-specific systems and hundreds of cuff records now used by individual managers to track their programs as individual bureaus implement the new software/solutions. In addition to the bureau-specific systems, major systems being replaced are:

- Federal Financial System (FFS) [used by all bureau except Minerals Management Service (MMS) and Office of Surface Management (OSM) - Ref. No.: 010-00-01-01-01-0002-00-402-124;

- Fixed Asset Subsystem of FFS [used by Bureau of Indian Affairs (BIA), BLM (Bureau of Land Management), U.S. Geological Survey (USGS), and National Park Service (NPS)] - Ref. No.: Part of FFS;

- Advanced Budget/Accounting Control and Information System (ABACIS)[used by MMS and OSM] - Ref. No.: 010-08-01-01-01-0815-00-402-125

- Interior Department Electronic Acquisition System (IDEAS-PD)[used by all bureaus] - Ref. No.: 010-00-01-01-01-0009-00-405-146; and

- Federal Aid Information Management System (FAIMS) [used by Fish and Wildlife Service (FWS)] - Ref. No. 010-18-04-NM-01-1818-00-FEA-FEA.

In addition, based on the functionality available through the competitive acquisition process, other bureau-specific systems will be able to be retired.   The candidate systems to be retired are provided below without ranking or decommissioning order:

Property Accountability Ledger System (PALS) [OSM]
Grant Information Management and Financials Tracking System (GIFTS) [OSM]
Property Management System (PMS-NT) [MMS]
CONDORS [OSM]
MAPS [OSM]
1099 System [BLM]
Automated Fleet Management System [BLM]
Management Information System (less budget subsystems) [BLM]
Motor Vehicle Reconciliation [BLM]
PCS System [BLM]
OAS Billing [BLM]
Performance and Workload Management System [BLM]
Property, Space, and Vehicle System [BLM]
Space Release Management System [BLM]
Financial Accounting Reporting System [BLM]
Vehicle Management System (VMS) [MMS]

Administrative Financial System (NPS)
Informal Inventory System (NPS)
National Park Reservation Service (NPS)
Travel Management System (NPS)
Aviation Management Financial System (NBC-OAS)
EIS (NBC-OAS)
KATIE (Real Property System) (NBC-OAS)
MAXIMO (NBC-OAS)
Budget Allocation System (FWS)
Budget and Control System (FWS)
Data Mart (FWS)
Personal Property Management Information System (FWS)
Real Property Inventory (FWS)

Operations Formulation System (NPS)
ParkPass (NPS)
Program Management Information System (NPS)
Third Party Draft System (NPS)
MAXIMO Transportation Manager (NBC)
Aircraft Database System (NBC-OAS)
Flight Watch (NBC-OAS)
Fuel Inventory System (NBC-OAS)
NBC Agreement System (NBC-OAS)
Energy (FWS)
Real Property Management Information System (FWS)
Performance Management Data System (FWS)

The DOI Enterprise Architecture summary shows 116 systems or instances of a Department-wide system that will be or may be retired after the successful implementation of FBMS.

Budget Year Funding Use: In the Budget Year (FY 2007), the FBMS project will perform deployment and post-deployment activities for our complete systems solution at an unspecified organization(s), to be determined after contract award to the new System Integrator. Subsequent system development for additional organizations will

follow this deployment
How does this investment support your agency's mission and strategic goals and objectives?
Executive Summary:

FBMS supports the Department's mission to protect and manage the Nation's natural resources and cultural heritage; provide scientific and other information about the resources; and honor the Department's special responsibilities to American Indians, Alaska Natives and affiliated Island Communities. FBMS supports this mission by improving management of grants, acquisitions, and the Department's vast property holdings, which are directly used to carry out the mission. FBMS supports the Secretary's vision for effective Interior program management, which focuses on conservation, cooperation, consultation and communication. FBMS supports conservation of our Nation's assets by providing an accurate inventory of those assets managed by the Department. FBMS supports cooperation in terms of interaction, collaboration and partnerships within the Department and with external entities by using a standard COTS solution, which facilitates the exchange of accurate information relevant to the mission, and provides a standard way for vendors and grantees to interact with programs in the Department. FBMS support the Secretary's key business principles that are guiding Interior operations - customer value, accountability, modernization and integration. FBMS supports customer value by providing accurate information on financial and budgetary status, assets, grants and cooperative agreements, a foundation that enables management decisions that ensure effective use of resources. FBMS supports accountability by integrating budget information with performance measures for all mission areas. FBMS supports modernization by providing modern financial tools and facilitating the adoption of best practices in financial, acquisition, property, financial assistance and budget management. FBMS supports the Interior Strategic Plan for FY 2003-2008. FBMS directly supports four of the five strategic plan areas - 1) Resource Protection, 2) Resource Use, 4) Serving Communities and 5) Management, and indirectly supports the remaining area - 3) Recreation. FBMS will improve internal controls and provide significantly greater transparency of business information and related decision making.

FBMS supports DOI's strategy by establishing and maintaining a unified, integrated financial and business management system for use by all bureaus that will:

- Provide access to common financial, grants, acquisition, property, budgetary and business data.
- Provide improved transactional processing.
- Provide a security-rich environment.
- Provide a single method to upgrade and/or replace older Interior systems.
- Incorporate performance information.
- Retire older or redundant systems.

This solution directly addresses DOI's responses to Performance Assessment Rating Tool (PART) reviews, specifically concerning the need for improved financial assistance program management aids, for improved project cost tracking, an integrated financial transaction and reporting system across the department, for an Activity Based Costing (ABC) tool, for better external financial transparency, and for improved security and controls over finance management and property systems. (See PART Reviews for Indian Roads - Operation and Maintenance (BIA), Partners for Fish and Wildlife (FWS), Project Planning and Construction (BOR), and Title XVI Water Reuse and Recycling (BOR), and others.)

Detailed Narrative:

Agency Mission: DOI manages Federal lands, water resources and offshore areas to provide recreation, environmental protection and access to resources, fulfill requirements to deliver water and power, preserve America's cultural heritage, honor the Nation's responsibility to American Indians, Alaska Natives and island communities, and generate scientific and other information.
Agency Bureaus: DOI's mission is achieved through hundreds of programs and activities carried out by its eight bureaus and one principal office:
- Bureau of Land Management (BLM)
- Minerals Management Service (MMS)
- Office of Surface Mining, Reclamation, and Enforcement (OSM)
- Bureau of Reclamation (BOR)
- U.S. Geological Survey (USGS)
- U.S. Fish and Wildlife Service (FWS)
- National Park Service (NPS)
- Bureau of Indian Affairs (BIA)
- Office of the Secretary (OS)
As the Nation's principal conservation agency, Interior serves as steward for approximately 436 million acres of America's public lands and for the natural and cultural resources associated with these lands. Interior also supervises mineral leasing and operations on more than 634 million acres of mineral estate that underlie both Federal and other surface ownerships. DOI's annual budget is about $13 billion, along with employing approximately 70,000 employees who work at more than 2,400 sites. Agency Goals: The Department of the Interior's strategic goals fall into four quadrants:
1. Resource Protection
2. Resource Use
3. Recreation

4. Serving Communities
These quadrants are supported by partnerships and management, and based on a foundation of science. FBMS directly supports Interior's Management Excellence outcome goals, which are:
- Workforce has job-related knowledge and skills necessary to accomplish organizational goals
- Accountability - which includes improving program performance and unqualified audits
- Integration - sharing improved process solutions across bureaus
- Customer value
- Modernization - particularly for information technology processes and infrastructure
FBMS -- An Interoperable and Integrated System: FBMS supports DOI's strategy by establishing and maintaining a unified, integrated financial and business management system for use by all bureaus that will:
- Provide access to common financial and business data. (FBMS will allow users in the field and senior management to access common financial and business data when they need it to perform their functions effectively and efficiently.);
- Provide improved transactional processing. (FBMS will allow the processing necessary to record underlying transaction data and the infrastructure to provide easy access to the data that will be handled in the background with limited or no human intervention.);
- Provide a security-rich environment. (FBMS will provide a secure integrated systems information environment that will support e-government initiatives, be paperless, require only a single user logon for access, allow one-time initial data entry, and provide easy access to common data.);
- Provide a single method to upgrade and/or replace older Interior systems. (FBMS will allow Interior to phase out its various current financial management systems, many of which are at least 10 to 15 years old. Interior is involved in a large number of initiatives now being planned and implemented across the Federal government, including those of the President's Management Agenda. These initiatives require a modern, up-to-date systems environment, and FBMS will provide such an environment.);
- Incorporate performance information. (FBMS will provide the ability to incorporate workload and performance data from the whole department into individual, multi-level and cross-functional decision-making. It will gather, track, and analyze data at the workload (output) measure, intermediate outcome measure, and end outcome measure levels. It will also have integrated analysis functionality including setting targets at multiple levels, capturing accomplishments at the lowest organizational level, calculating the deviation of performance from targets, rolling up and summarizing data, linking outputs to cost data, keeping a cradle-to-grave history of goals, targets and accomplishments, and producing reports on all of the above); and
- Retire older systems. (FBMS will replace legacy systems including the mainframe-based core financial system [FFS] used by most bureaus, a custom-developed internal system [ABACIS] that is difficult to support, and an acquisition system [IDEAS] that does not support multi-bureau contracting initiatives and is expensive to maintain. Although these systems have been modernized, these systems were initially designed without incorporating the Internet and web-based technologies.)

Finally, this solution directly addresses DOI's responses to Performance Assessment Rating Tool (PART) reviews, specifically concerning the need for an integrated financial transaction and reporting system across the department, for an Activity Based Costing (ABC) tool, for better external financial transparency, and for improved security and controls over finance management and property systems. (See PART Reviews for Abandoned Mine Land Reclamation (OSM), DOI Wildland Fire Management, Energy Resource Assessments (USGS), Geologic Hazard Assessments (USGS), Indian School Operations (BIA), National Fish Hatchery System (FWS), National Park Service Facility Management, and others.

How does it support the strategic goals from the President's Management Agenda?

2. How does it support the strategic goals from the President's Management Agenda?

Recognizing that the success of the President's Management Agenda depends on agencies working as a team across traditional boundaries to better serve the American people and focusing on citizens rather than individual agency needs, DOI has become an active participant in the financial management and grants management Line of Business (LOB) initiatives. DOI is working with OMB and other agencies to build upon the efforts of the Federal Enterprise Architecture Program and expand E-Government in establishing LOB initiatives with a goal of finding projects that fall into lines of business that were not originally identified as a part of the e-government initiatives. DOI recognizes that the LOB initiatives, covering financial management, grants management, and human resources management, will afford a significant opportunity in a period of fiscal restraint to influence the direction of specific core business functions for the Government.

DOI is committed to the strategic direction of the LOB by adopting industry and government "Best Practices" and standardizing and eliminating redundant stovepipe systems throughout government. DOI is implementing FBMS as a standardized integrated, interoperable and portable solution based on and in concert with industry and government "Best Practices" that will eliminate redundant systems throughout the Department. Once fully implemented within the Department, all components of the FBMS may be used to support cross-servicing of other Federal agencies. Therefore, FBMS fits well with the President's emphasis on ensuring that all agencies are able to take advantage of the systems developed for individual agencies. FBMS will advance the expansion of E-Government, support performance and budget integration through its Enterprise Management Information System, enable employees to be better decision makers by giving them the information needed on a timely and convenient basis, improve financial management in a modern, standardized set of business practices and tools, and assist competitive sourcing by gathering and making accessible critical productivity information.

The FBMS strategy was developed to support the five PMA Initiatives as described in the following five sections.

"Expand E-Government"

This project represents a major step in developing a government-wide approach to financial management rather than the current agency-centered model. Financial Management Line of Business Inter- Agency Project Team members developed a draft vision to equip federal managers with business information and management tools necessary to improve decisions and service delivery (both operation and strategic); and as such are collaborating to eliminate stove pipes between agencies as well as within agencies and identify opportunities to establish common business practices and architecture. Streamlining and standardization will allow agencies to "Share information more quickly and conveniently between federal and state, local and tribal governments" and "automate internal processes to reduce costs internally, within the federal government, by disseminating best practices across agencies" (President's Management Agenda, page 24)

Making government more transparent will realize improved value to the citizen - delivering high quality and timely information to the public electronically.
Government to Citizen (G2C) FBMS will have a Financial Assistance module that will link to the Grants.gov system to allow citizens to use easy, online application processes to apply for Government grants. FBMS will include the internal capability to evaluate applications, award and manage grants.
Government to Business (G2B) FBMS will streamline acquisition processes, allowing vendors and Government to interact for the mutual good of the parties. An example of G2B activity is providing vendors a web-based business opportunities listing and a method for the vendor to respond to and bid on these opportunities.
Government to Government (G2G) FBMS will share information between Government agencies. Examples of this include sharing business opportunities with the General Services Administration, sharing vendor registration data between Interior and the Integrated Acquisition Environment's Central Contractor Registration, sharing Internet (web) entry points with www.FirstGov.gov, enabling interfaces for the smooth, secure exchange of funds between Interior and other agencies with whom it receives or sends funds.
Internal Effectiveness and Efficiency (IEE) FBMS will include the ability to provide information for capital asset planning, provide for the use of acquisition catalog information from other agencies, provide automated property inventory information, provide a broad base of information for audit purposes, and provide budget formulation and execution information for periodic and annual Financial Statements. FBMS will improve the effectiveness and efficiency of Interior's handling of travel authorizations, bookings, and vouchers. FBMS will enable Interior to extract both regular and ad-hoc Enterprise Reports that span all financial management system components from a single "warehouse" of data; these flexible Enterprise Reports will assist a wide group of employees, from senior decision makers to analysts and clerks.
"Human Capital"
The decision maker. The FBMS strategy will provide value to:
senior decision makers by providing more accurate and timelier access and analysis of critical management information, improving integrity in data through better integration and control over information processes, and reducing risk of systems collapse due to old technology.
The manager. FBMS will add value to line managers by providing better administrative support for employees to improve the quality of the work environment and ability to hire and retain high quality staff, improving the ability to take advantage of Internet capabilities.
The operational staff. FBMS will add value to administrative operating personnel by improving internal efficiency and effectiveness through streamlining processes, improving efficiency and reducing reconciliation efforts between critical systems to allow for more analytical activities.
Improved Recruiting. Employees will be drawn to DOI, will see DOI as a quality environment to work in, through the use of new technology and quality systems to support their jobs.
"Performance and Budget Integration"

Supporting E-Government
Improved timeliness and quality of financial and business information will help managers establish relevant performance goals, measure performance, and control resources.
Integrated Budget Planning. The FBMS Budget Formulation module will enable the Department to capture all relevant elements of the budget.
Budget Goals, Output Targets, Resources The FBMS budget module will capture budget goals, output targets, and required resources, incorporating Activity-Based Costing with flexible cost-code structures. Interior will define its output targets in terms of measurable, identifiable budget codes. Thus, Interior will be able to identify and articulate its goals, targets, and required resources.
Budget Activities aligned with Program Targets. Interior is adopting Activity-Based Cost/Management, and the FBMS will incorporate ABC/M cost codes to capture Budget Formulation activities to align budget with program targets. Enterprise Reports will be used to report these alignments to managers and decision makers.
Costs Linked to Specific Activities, Outputs, and Outcomes. Interior is adopting Activity-Based Cost/Management, and the FBMS will incorporate ABC/M cost codes to capture Budget Formulation activities to align budget with program targets. Enterprise Reports will be used to report these alignments to managers and decision makers.
Program Performance Evaluations. FBMS will contain budget plans and the results of budget execution. By using FBMS' Enterprise Reports, the user will be able to compare and evaluate the variance between intended goals and the actual performance (budget execution).
"Financial Management Improvement"
Improve Financial Performance and Management

This project will significantly improve the quality and timeliness of financial and business information for the government as well as for the member agencies through streamlined systems and standard processes across agencies. This information will make agency performance more transparent (as appropriate), and agencies will more easily be held accountable. For example, the project will allow agencies to produce more timely and accurate financial statements, provide information to allow comparisons of lines of business among agencies, and facilitate trend analysis at an inter agency level. In addition, easier access to information will support better internal controls and facilitate compliance with law and regulation.

Support for E-Government
Nine agencies (DHS, DOE, DOI, DOJ, DOL, EPA, HHS, HUD, and USDA) have formed the Financial Management Line of Business Inter-Agency Project Team to examine methods for improving the efficiency and functionality of core financial management systems throughout the government. (Core financial management system includes: general ledger, accounts receivable, accounts payable, project cost accounting, funds management, and reporting.) The project's collaborative approach expands value beyond the individual agencies to focus on government wide improvements, leveraging agency expertise and buying power and working to standardize systems and processes among the agencies. Plans call for agencies to identify common needs, best practices, and specific areas for improvement. Objectives of the Financial Management Line of Business Inter-Agency Project Team are to standardize business processes across agencies where appropriate, and identify opportunities for reducing redundant investment in core financial management systems by using an inter-agency approach. In addition to supporting the three specific PMA areas discussed below, leveraging best practices from interagency collaboration will reduce the government's cost of acquiring, implementing and maintaining financial business systems.
Financial Systems Meet Federal Requirements By the definition of the requirement, the FBMS will meet Federal Requirements. Through technology and engineering changes, the FBMS will be able to keep up with on-going changes to Federal requirements.
Accurate and Timely Financial Information Through the reports from individual modules of the FBMS as well as through the integrated Enterprise Reports, users will be able to see near real-time reports. The FBMS will be able to produce accurate, integrated, and timely financial information.
Financial Systems Support Management Operations. Using activity-based cost management (ABC/M) and the FBMS Enterprise Reports, the financial management systems will be able to provide near real-time information for management operations.
Unqualified Audits. The FBMS will be able to provide Enterprise Reports that will capture information quickly and in any way the user wishes to see information. Hence, Federal managers and accountants should be able to ensure the accuracy of data in the FBMS data warehouses. This, in turn, will enable auditors to see and examine information accurately and quickly, and this should lead to an efficient audit process.
Administrative Control of Funds. The internal tracking and control of funds, from planning to commitment to obligation to expenditure, will be tracked and traced through the FBMS.
Internal Control Processes. Enterprise Reports will enable managers to have detailed information that will assist them in verifying internal control processes.
"Competitive Sourcing"
Study/Direct Conversion Plans. The FBMS will provide information that will assist in conversion studies to incorporate accurate information regarding full costs of employees and contracted staff.
Action Plan Implementation. The FBMS will allow the tracking of costs and activities, using cost-code structures that will provide actual costs before, during, and after the implementation.
Post-Implementation Review. The FBMS will allow the reporting of planned and actual expenditures the "before and after" situation. The Enterprise Reports will enable the user to produce a good, useful set of reports for the post-implementation review.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

This is not multi-agency initiative and is funded solely by DOI. However, as noted elsewhere, DOI's NBC has been selected as a candidate service provider supporting the Financial Management Line of Business by the Office of Budget and Management. NBC serves as the application support and hosting provider for FBMS. One possible outcome could be that use of FBMS could be expanded beyond DOI. However, at this time FBMS is focused on DOI implementation. Opportunities to expand use of FBMS to other federal agencies will be explored in the future.

How will this investment reduce costs or improve efficiencies?

The Financial and Business Management System Strategy is designed to reduce costs and/or improve efficiencies in at least the following areas:
- Labor cost avoidance from improved efficiency of operations due to faster applications that will allow FBMS users to do their jobs in less time;
- Cost avoidance from decreased time taken to accumulate Enterprise Management Information System (EMIS) information from integrated databases that will be a fundamental part of the FBMS;
- Decreased maintenance costs by reducing previous baseline operations as a result of retiring legacy and redundant systems;
- Standardize processes to provide better services to program and other managers handling financial and related transactions and implement, using COTS products, "best practices" from the private and public sectors;
- Improve the timeliness and accuracy of information available to Interior employees to minimize the need to maintain separate records and to reduce the confusion of conflicting data or information;
- Improve the data available to analyze operations and improve decision support;
- Reduce the cost of moving data between systems and eliminate the need for extensive reconciliation efforts;

- Improve the security of systems through security awareness and new technology to reduce the risk of misuse of data and systems that could cost the government substantial time and resources to continue operations;
- Core Financial System components will be modernized and, hence, better meet emerging regulatory and accounting requirements;
- Procurements will be fully automated, thus allowing workload sharing/balancing across the Department;
- Travel will be fully automated, thus saving labor in travel preparation and travel-voucher processing;
- Personal and Real property systems will be fully automated and integrated into other systems (procurement and financials), thus saving labor in connecting property acquisition and property management with other required systems, e.g., core financials and procurement, eliminating the reconciliation necessary today;
- Grants processing and administration will be automated, saving labor costs and improving transparency of the process;
- Budget Formulation will be closely connected to financial planning and execution, e.g., obligations and expenditures, thus enabling enterprise report generation of a wide variety of data elements, thus saving significant time and labor;
- The performance component of the EMIS module will provide the ability to incorporate workload and performance data from the whole department into individual, multi-level and cross-functional decision-making;
- Multiple departmental and bureau legacy systems will be retired. A full listing of these systems is included in Section I.E.3.A of this Exhibit 300;
- Through automatic and ad-hoc reporting, FBMS will provide DOI employees with information necessary to make better decisions. FBMS will enable the creation of reports at a lower cost.

List all other assets that interface with this asset.

FBMS is an integrated system that provides standard functionality in core accounting, acquisition, travel, real property, personal property/fleet management, financial assistance, budget formulation, and reporting. System interfaces which will be in place in prior to Deployment 3 include those to the Federal Personnel Payroll System (FPPS), Treasury, Business Partner Network, FPDS-NG, FedStrip, and the CWGT eTravel solution for travel voucher and authorization (TAVS).

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	11.359
BY 2007 Acquisition Resources:	25.020
BY 2007 Maintenance Resources:	16.342
BY 2007 Total, All Stages Resources:	52.721
Life Cycle Total, All Stages Resources:	540.241

NBC Center of Excellence for Financial Management LOB (FMLOB)

E-DOI - DOI-NBC Center of Excellence for Financial Management LOB

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification	
Agency	Department of the Interior
Bureau	National Business Office
Budget Account Number	010-84-4523
Account Name	DOI Working Capital Fund
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Financial Management Line of Business
Name of Investment	E-DOI - DOI-NBC Center of Excellence for Financial Management LOB
Full UPI Code	010-00-01-01-01-1126-24-402-124

Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	

The Department of Interior National Business Center (NBC) has been selected to become an Agency Center of Excellence (COE) under the Financial Management Line of Business (FM LOB). The NBC is well-positioned to provide a comprehensive government-wide financial management solution to promote the overall goals set forth by the FM LOB working group. The NBC's goal is to be the leading provider of financial systems and services to Federal agencies. Achieving this goal requires a clear business strategy that:
- is responsive to changing technology and processes
- provides value to client organizations
- proactively addresses the strategic goals of the President's Management Agenda, the Department of Interior, and the National Business Center
- delineates a comprehensive, quality government-wide financial management solution.

The NBC's business strategy distinguishes our organization as a comprehensive cross-servicing provider to Federal agencies, meeting financial systems requirements in an economical and efficient manner. With this investment, not only will the scope and scale of our government services continue to expand, but our long standing role as a cross-servicing entity also will be formalized into a Center of Excellence for the financial management line of business (FM LOB). The proven steady-state FM operations of the NBC will form the foundation of the COE, and this investment will support the activities and resources necessary to transform the existing operation into a world class Center of Excellence.

The FM LOB Center of Excellence is a concept above and beyond the solid, well-grounded offerings of the current, steady-state operations. The NBC believes its core and value-added services form an excellent and appropriate foundation upon which to build a Center of Excellence. The current core and value-added offerings are described below. Note that the support costs for these systems are presented in separately submitted Exhibit 300s. Note also that as a COE, the NBC intends to support both DOI and external, non-DOI customers. The investment presented in this document represents only those costs associated with a Center of Excellence to support non-DOI customers.

The investment funding for our value-added services will be used primarily to increase internal staffing and training to support migrating agencies, as well as acquire facilities to house the additional resources.

CORE OFFERINGS:
The NBC core offerings are comprehensive hosting and implementation services for the major JFMIP-certified systems. The NBC prides itself as a solutions provider, not simply a systems implementer. The NBC is uniquely positioned to supply financial management solutions to small, medium and large agencies due to our years of federal financial management system experience and extensive knowledge of multiple JFMIP-certified systems. The NBC believes a Center of Excellence that offers multiple systems is important for several reasons:

1. Market-based Options: The NBC provides our customers a choice of three vendor offerings: SAP, Oracle Federal Financials, and GCI-AMS Momentum Financials. With implementation and support expertise in each of these systems, the NBC is poised to assist agencies in determining the system that best meets their needs. Our actual implementation experience with these systems, as well as our position as a Federal service provider, enables us to provide federal customers objective advice that may be difficult to get from the commercial, profit-

centered marketplace.

2. Leverage of NBC's Core Competency: Within a single COE, NBC's Federal Financial Management expertise can be leveraged across multiple JFIMP-certified systems. Consistent with the goals of the FM LOB, we believe this approach facilitates moving the Federal government to standardized business practices. The alternative approach of providing only one system could hinder standardized business practices.

3. Government Leverage of its Existing Investment: For the past 16 years, the NBC has provided financial systems services to Federal agencies. Through innovative practices, competitive pricing, and outstanding customer service, the NBC has developed a clientele of 62 agencies. Some of our current external customers include the Federal Trade Commission, the Federal Communications Commission, the Farm Credit Administration, and the International Trade Administration, in addition to the eight internal (DOI) bureaus. The NBC's financial systems staff has grown to over 100 experienced systems accountants and developers. In response to changing technology, government-wide initiatives, and the demands of our customers, the NBC has expanded its financial system product line to the major JFMIP-certified COTS systems, in addition to its original offering, the Federal Financial System (FFS).

For each of the major JFMIP certified systems, the NBC's core offering includes the following scope of service:
- application hosting (system administration, database administration)
- application management services
- general design
- integration services
- setup and configuration services
- user acceptance testing
- system migration and data conversion
- change management
- customer support
- training

VALUE-ADDED SERVICES:
The NBC value-added services include:
- e-Travel support (migration planning, implementation services, training, and customer support)
- Comprehensive accounting operations services (funds management, payments management, receivables management, cost management,
and reporting services).
- Internal Verification and Validation (IV&V) services (future)

Large agencies typically have dedicated staff to perform these professional services functions. However, the costs associated with training and sustainment of qualified expert staff often proves burdensome for smaller agencies. NBC's ability to offer these value-added services directly supports the President's Management Agenda by leveraging human capital through efficient utilization. Agencies can capitalize on our experience to ensure that these complex and important projects have the necessary independent and objective oversight. Within the FM LOB model, COE's could provide this service for each other. This type of approach provides the opportunity to standardize implementation methodologies across systems, and agencies, as well as increase the opportunity for the standardization of business processes as each COE becomes familiar not only with the clients they service, but also government-wide.

Supporting these services is a client management infrastructure in the form of a Project Management Office (PMO) that demonstrates our investment as a federal service provider as well as our commitment to customer service. The PMO is governed by a customer satisfaction philosophy that employs Service Level Agreements (SLAs), Quality of Service (QoS) and FEA PRM management methods and advanced metrics. Streamlined acquisitions methods are utilized as well as centralized license management.

BUSINESS DEVELOPMENT STRATEGY
The NBC's unique and comprehensive business strategy differentiates us from other cross-servicing organizations and commercial sources and provides agencies with a value-added alternative to traditional system acquisition and implementation methods. By working with the NBC, agencies will:

- obtain expert, objective assistance in evaluating and selecting financial software products;
- streamline the costly and time-consuming acquisition process by using the NBC to obtain financial products and services;
- obtain implementation and integration services, hosting and technical support, and operations and maintenance services;
- capitalize on proven configuration, conversion, and interface technologies; and
- reduce the cost and time needed to migrate to new systems.

As a COE, the NBC will engage in a two-fold client development strategy: (1) continue to improve and broaden our services for existing clients, and (2) expand our client base through outreach to federal agencies of all sizes.

For our current clients, the NBC offers a practical and affordable migration path to transition from the FFS to any of the core JFMIP-certified systems described above. The NBC has successfully migrated nine clients and plans to migrate the remaining clients to the major JFMIP solution of their choice by FY 2012. Each migration adds historical experience to continually mitigate implementation risk.

Client Development Strategy: The NBC will
support agencies of all sizes and has developed
specific approaches for each:
- Small agencies may take advantage of the NBC's
Shared Services Solution which offers an
economical alternative to costly stand-alone
implementations. By combining multiple clients
in a single financial application, participating
agencies share infrastructure and technical support
costs while maintaining separate and distinct
agency accounting information and identity.
- Mid-level agencies may require standalone
financial applications but will benefit from
common configuration and implementation
methodologies, conversion strategies, and interface
tools to ensure low cost, low risk implementations.
- Large agencies require unique strategies including
substantial planning and analysis, project
management, and resource staffing plans. Coupled
with our comprehensive service delivery strategy,
the DOI-NBC offers reliable systems services to
assist large agencies in planning, implementing,
and maintaining major systems.

Secondly, we will continue our investment in the community of small federal agencies. The NBC's shared services solution offers small agencies an economical solution to costly stand-alone implementations of enterprise applications. By combining multiple clients in a single financial application, small agencies share infrastructure and technical support costs while maintaining separate and distinct agency accounting information. The NBC expanded the scope of its shared service solution for small agencies to include eTravel services. The NBC submitted a migration plan to GSA on behalf of 17 different small agencies detailing the NBC's plan to provide transition, implementation, and production support services to each of these 17 small agencies using Carlson-Wagonlit Government Travel.

The NBC will also provide new services to mid-tier and cabinet level agencies. Mid-sized agencies require standalone financial applications but will benefit from common configuration and implementation methodologies, conversion strategies, and interface tools to ensure low cost, low risk implementations. Large, cabinet level agencies require unique strategies including substantial planning and analysis, project management, and creative staffing plans. Coupled with our comprehensive service delivery strategy, the NBC offers a wide range of reliable systems services to assist large agencies in planning, implementing, and maintaining major systems. The NBC proposes to migrate 5 mid-tier agencies per year between FY 2007 and FY 2012; and 1 large agency per year between FY 2008 and FY 2012. Investment funding will be used to support this client development strategy, primarily through PMO staffing of contracting officers and staff, and marketing personnel. Contracting resources will manage all aspects of the services, and software contracts, including centralized license management. The marketing staff will be responsible for business development, responses to requests for proposal, and the preparation and management of interagency agreements and client relationships.

The fund estimates for this investment are from other agencies, or displayed as discrete DOI investments in the Exhibit 53 (i.e. FFS)

How does this investment support your agency's mission and strategic goals and objectives?

The NBC Center of Excellence investment for the Financial Management LOB directly supports the agency (NBC) and departmental (DOI) strategic goals and missions, which in turn support the goals and initiatives of the President's Management Agenda. The NBC's four strategic goals, combined with its four guiding business principles, support a fundamental direction of the Office of Management and Budget (OMB) to implement the PMA by establishing designated Centers of Excellence (COEs) to provide cross-agency delivery of functional Lines of Business (LOB). As a COE in the Financial Management LOB, the NBC will be widely recognized for outstanding performance that easily outperforms the competition. The charter of the COE for the FM LOB is to deliver high-quality services at competitive prices, while striving to improve efficiency over time.

It is also important to mention that this investment for the NBC FM LOB is aligned with the mission and goals of the Joint Financial Management Improvement Program (JFMIP), a joint undertaking of the Dept of Treasury, GAO, OMB, and OPM dedicated to improving financial management practices in government. The explanation how this investment is aligned with the JFMIP concludes this discussion.

ALIGNMENT with the GOALS and OBJECTIVES of the NATIONAL BUSINESS CENTER (NBC)
The NBC has developed four primary strategic goals that comprise its strategic framework in order to support

both the vision of the PMA and the mission of the DOI. These four strategic goals are described below:

Goal 1: ** Achieve Customer Service Excellence ** by anticipating and responding to customer requirements and by consistently measuring and meeting customer satisfaction goals for all lines of business. Through the inherent integration capabilities of NBC Financial Management LOB, our customers will experience seamless servicing. Standard operational processes and the evolution of subject matter expertise will position the NBC for offering world class customer service.

Goal 2: ** Maintain Sound Financial Management and Integrity ** by leveraging activity-based cost structures to allocate all costs to services and recover these costs completely through the delivery of services to customers. Accurate cost allocations will be built and sustained as will operational and cost efficiencies. Per unit costs for customers will be reduced as customers are migrated from legacy systems.

Goal 3: ** Optimize Operational Performance by Establishing Centers of Excellence ** by performing work in the most effective, efficient and economical manner. Cost and performance measurements will be continually analyzed and improved. Transition to a SOA will also contribute to optimal performance.

Goal 4: ** Develop and Sustain a World Class Organization ** by investing in, communicating with, and leading the NBC's workforce. Development of Subject Matter Experts (SMEs) will continue, as will the promotion of a strong and supportive workplace through employee surveys, focus groups and training.

ALIGNMENT with the GOALS and OBJECTIVES of the DEPARTMENT OF INTERIOR (DOI)
In meeting the NBC strategic goals, this FM LOB investment embodies the overarching governing mission to support all government entities and the Department of Interior's four guiding business principles - Integration, Accountability, Customer Value, and Modernization. - which the NBC adopted as its own guiding principles. Below are examples of how the FM LOB furthers the mission and principles of the DOI. The Center of Excellence will:

1. optimize FM service offerings through the establishment of a "product agnostic" COE and through solid partnerships with peripheral systems such as eGrants.
2. transition FM service offerings to standard solutions and evolving clients off of legacy systems such as FFS, IDEAS and Travel Manager.
3. increase usage of our LOB solutions through customer outreach and services.
4. align core competencies through workforce skill enhancement and flexible system infrastructure.
5. evolve to a service-oriented architecture (SOA), thereby enabling seamless integration of cross-functional business processes.
6. streamline acquisitions and joint procurements through blanket purchase agreement (BPA) to selected JFMIP-certified software providers, leverage of existing contractual relationships with SBA-certified 8(a) firms as well as small disadvantaged businesses (SDB) which provide expertise in specific financial applications, and the use of interagency agreements.
7. enhance the FM LOB financial management systems through a shared services environment. The NBC Data Center currently supports a wide variety of application architectures across multiple environments (IBM mainframe, UNIX, and Intel servers) including single host systems, n-tier client/server systems, and web-based systems. These resources offer an even greater opportunity to reduce costs in a shared environment.
8. allow customers to benefit from a shared solution, without sacrificing their data independence and opportunity for flexibility.
9. provide for standardization of business processes. In a cross-servicing environment, in order to achieve economies of scale, it is imperative that business processes be streamlined across clients, and the resources servicing those clients be shared. The NBC is committed to business process standardization for routine transactions, which reduces overall transaction processing costs and maximizes the efficiency of day-to-day operations.
10. provide for standardization of data definitions. The NBC employs the use of a standard interface application (SIA) to implement standard integration across the financial management systems we support. Conceptually, the SIA was designed exactly for the purpose of standardizing not only data definitions, but also business process logic wherever possible, to create a common, yet flexible integration tool.
11. promote seamless data exchange. The success of this goal is contingent upon the ability and willingness of each of the COE's to define and implement data and interface standards, in conjunction with like efforts currently underway, such as the Intra-Governmental Transaction Exchange portal (IGTE). The NBC has demonstrated its willingness to support such efforts as one of the first agencies to participate in the initial IGTE pilot implementation.
12. strengthen internal controls through integration of core financial and subsidiary systems. The NBC already supports the Federal Personnel/Payroll System (FPPS) and provides for integration with that system and CGI-AMS' Momentum Financials, FFS, and Oracle Federal Financials. The NBC also hosts CGI-AMS Momentum Acquisitions, Hyperion Enterprise, STR's eGrantsPlus application, and SAP's ERP for the FBMS project.

ALIGNMENT with the GOALS and OBJECTIVES of JOINT FINANCIAL MANAGEMENT IMPROVEMENT PROGRAM (JFMIP)
The Joint Financial Management Improvement Program (JFMIP) is a joint undertaking of the U.S. Department of the Treasury, the General Accounting Office, the Office of Management and Budget, and the Office of Personnel Management, working in cooperation with each other and other agencies to improve financial management

practices in government (31 USC 65 as amended). JFMIP promotes strategies and guides financial management improvement across government, reviews and coordinates central agencies' activities and policy promulgations, and acts as a catalyst and clearinghouse for sharing and disseminating information about good financial management practices. The JFMIP has worked on interagency projects that developed a financial systems framework and financial systems requirements and continues to assist Federal agencies in improving their financial systems through its Program Management Office. The first target of opportunity is core financial systems. The objectives of the Office are to develop systems requirements, communicate and explain Federal and agency needs, provide agencies and vendors information to improve financial systems, ensure that products meet relevant systems requirements, and simplify the procurement process.

The NBC recognizes the importance of staying in sync with the JFMIP's revised Federal government's requirements definition, testing and acquisition processes. To this end, NBC has selected on JFMIP-certified financial systems and follows the guidelines and practices established by JFMIP.

How does it support the strategic goals from the President's Management Agenda?

The NBC Center of Excellence FM LOB business case directly addresses three President's Management Agenda INITIATIVES, as described below.

1. IMPROVED FINANCIAL PERFORMANCE
a. Timeliness - The NBC's investment will:
- Incorporate standardized and potentially re-engineered financial management processes across our client base.
- All JFMIP certified systems are required to produce financial statements and performance information. The NBC's
experience supporting several of these systems will facilitate the timely availability of integrated financial statements,
period-end reporting, and performance data.
- As a solely Federal service provider, the NBC is well aware of all OMB and Treasury reporting requirements, including
the timeliness of reporting. One of our primary measures of success as a Federal service provider is our ability to meet or
exceed these requirements.

b. Reliability - The NBC's investment will:
- Serve as the foundation for preparation of statements of financial results that will achieve and sustain clean audit opinions
across our customer base. All of the NBC's accounting operations customers have received clean audit opinions for as
long as they have been our customers.
- All JFMIP certified systems must make available financial and performance information that provide managers more accurate and reliable measures of cost and performance. Often users new to enterprise resource planning (ERP) systems find the wealth of available information overwhelming. Based upon our experience implementing several of these systems, for several different agencies, the NBC has evaluated different reporting tools and technologies available for each of the systems we support. Based upon that assessment, we packaged together a standard suite of reports, coupled with integrated report distribution products, and complementary reporting tools to place complete and reliable financial information at the fingertips of Federal managers.

2. EXPANDED E-GOVERNMENT
The services provided by the NBC are well aligned with E-Government initiatives. At present, the NBC is a designated agency service provider for e-Payroll. Further, the NBC is engaged with 15-20 small Federal agencies to transition them to one of the FTR-mandated eTravel solutions. The NBC has submitted a single eTravel Migration Plan to GSA on behalf of these small agencies. Within that plan, the NBC offers migration planning, vendor selection, implementation services, interface development, training, and customer service support to each of the agencies. In order to centralize and streamline the acquisition process for these agencies, the NBC has issued a task order with Carlson-Wagonlit Government Travel (CWGT) to obtain software and services. The NBC is currently working with CWGT to develop an interface model between the CWGT eTravel system, and each of the financial management systems supported by the NBC. The primary goal of this design effort is to:
a. Leverage our experience integrating travel management systems and Federal financial management systems. The NBC designed and implemented the interface between Gelco's Travel Manager and AMS' Federal Financial System. The NBC currently supports this interface for six agencies.
b. Achieve standardization in the integration design to the largest degree possible across the financial management systems we support.

3. BUDGET & PERFORMANCE INTEGRATION
At the NBC, the goal of each new system implementation is not to simply transition legacy processes to new platforms, but also to provide a valuable opportunity for business process redesign and new efficiencies. The features, capabilities, and technologies offered by the JFMIP certified systems further enhance the opportunity to integrate financial and performance information. Each of the JFMIP certified systems supported by the NBC offer robust tools to enhance a Federal agency's ability to do budget forecasting and formulation, including versioning and what-if analysis. Once approved, budgets can be automatically transferred to the accounting system. On the

performance management side, Federal agencies can capitalize on the integrated environment of ERP solutions. Since budget formulation and execution occur in a common environment, financial information and performance are readily accessible. The NBC implementation team works closely with each agency during the requirement analysis phase to ensure that the financial management system is configured to maximize the opportunity for integrated budget and performance reporting.

In addition to the PMA initiative, the NBC FM solution is also consistent with the three President's Management Agenda STRATEGIC GOALS. This Center of Excellence furthers the following three PMA goals, as described below:

1. "Citizen-centered, not bureaucracy-centered" One of the primary reasons that agencies seek to cross service with a Federal service provider is to minimize the administrative burden within their agency so that they can focus resources (time and people) on mission critical activities. Through economies of scale and skill, the NBC is already helping agencies re-deploy resources away from in-house administration to those efforts and activities of greater importance to citizens.

2. "Results-oriented" As an experienced shared services provider, the NBC helps agencies improve the timeliness, reliability, and accuracy of their financial information. This is a direct result of the implementation of standardization and consistency in financial processes and terminology across customers. The standardization of business practices maximizes efficiency of resources and operations in our cross-servicing organization while benefiting our customers by enabling managers to use financial information more effectively and efficiently to achieve program results.

3. "Market-based" The NBC's service delivery strategy is built on partnerships with commercial vendors; both software providers, and implementation service providers. The NBC resources focus on our core competencies and acquire other critical services from commercial sources with specific product expertise, when necessary. Further, the NBC is very familiar with the current competitive environment that exists across not only Federal cross servicers, but also with commercial entities providing system implementation services to the Federal market. We constantly strive to create and deliver a cost-effective, yet comprehensive offering of software and services that best meets the needs of each Federal agency.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

The DOI-NBC partners with the General Services Administration (GSA) on the eTravel initiative and with the National Finance Center (NFC) on ePayroll.

Agencies affected by this initiative include our current customer base of DOI and non-DOI clients, as listed below:
- Afeta Camp Pearce
- African Development Foundation
- Agriculture Research Service
- Architect of the Capitol
- Armed Forces Retirement Home
- Army Corps of Engineers
- Bureau of Prisons
- Commodity Futures Trading Commission
- Corporation for National & Community Service
- Consumer Product Safety Commission
- Dept of Education
- Dept of Homeland Security
- Dept of Veterans Affairs
- Drug Enforcement Administration
- Equal Employment Opportunity Commission
- Executive Office of the President
- Farm Credit Administration
- Farm Credit Systems Insurance Corporation
- Federal Communications Commission
- Federal Aviation Administration
- Federal Labor Relations Authority
- Federal Trade Commission
- Government Accountability Office
- Indian Health Service
- International Boundary and Water Commission
- International Trade Administration
- International Trade Commission
- Kennedy Center for the Performing Arts
- Maritime Administration
- Millennium Challenge Corporation
- National Labor Relations Board
- National Oceanic Atmosphere Administration
- National Science Foundation
- National Transportation Safety Board
- National Weather Service
- Nuclear Regulatory Commission

- Office of Advisory Council for Historic Preservation - Office of Aircraft Services - Office of Historical Trust - Office of Insular Affairs - Office of Justice Programs - Office of NRDA - Office of National Indian Gaming Commission - Office of Special Trustee for Indian Affairs - Public Defender Service - Selective Service System - Small Business Administration - US Consumer Product Safety Commission - US House of Representatives - US International Trade Commission - US Trade and Development Agency - Valles Caldera Land Trust

How will this investment reduce costs or improve efficiencies?

Consistent with the FM LOB goals, this investment will both reduce costs and improve efficiencies. The shared services solution leverages economies of scale through sharing of existing infrastructure, which in turn reduces the overall cost of operating and maintaining a financial management system. In addition, the sharing of existing human resources among the DOI-NBC's clients helps to realize economies of skill.

The NBC approach reduces costs and improves efficiencies is through the use of multiple open systems; e.g., the major JFMIP certified applications. Open systems provide a wealth of opportunity to leverage existing infrastructure across applications; for example, backup and recovery systems, tape management solutions, and storage devices can be shared regardless of the application that is using them.

Another cost savings opportunity exists in this model for data center personnel. With a standardized infrastructure, resources such as system and database administrators can be leveraged across applications. For example, the same personnel can support both Oracle Federal Financials and SAP on the UNIX platform with an Oracle database, despite the fact that the application layer is different. Application database administrators provide the necessary expertise for the specific financial management systems. The cost savings opportunity is two-fold: 1) overall hosting costs are reduced for all NBC customers; and 2) operations costs are reduced, and potentially even eliminated for migrating agencies since they don't have to staff these types of technical resources. By sharing technology, infrastructure, and personnel across multiple systems, service providers can lower the total cost of ownership of these enterprise applications.

Consistent with the President's Management Agenda, this investment improves the timeliness and quality of financial information. Agency managers have readily accessible, superior financial information to facilitate improved overall financial management. This investment also fully supports the eTravel eGov initiative. Each of the financial management systems supported by the DOI-NBC will be fully integrated with a GSA-approved eTravel solutions provider.

List all other assets that interface with this asset.

The current JFMIP certified financial management systems supported by the DOI-NBC interface with: Treasury, the DOI-NBC payroll system (FPPS), the NFC payroll system, FPDS-NG, FedBizOpps, and several banking systems (credit card interfaces).

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	6.711
BY 2007 Acquisition Resources:	18.143
BY 2007 Maintenance Resources:	24.280
BY 2007 Total, All Stages Resources:	49.134
Life Cycle Total, All Stages Resources:	674.154

NBC Shared Service Center (HRLOB)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	National Business Center
Budget Account Number	010-84-4523
Account Name	Working Capital Fund
Account number of any other budget accounts funding this investment:	See funding sources in Exhibit 53
Program Activity	Human Resources Line of Business
Name of Investment	E-DOI - NBC Shared Service Center (HRLOB)
Full UPI Code	010-00-01-07-01-1226-24-403-250

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

This investment includes the e-Payroll investment as well as proposed expansion services under the Center of Excellence. A separate business case is being submitted for e-Payroll consistent with OMB guidance. It was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on August 17, 2005. Funding estimates in this exhibit are from other agencies or are displayed as discrete DOI investments (e.g. e-Payroll).

In order to fulfill OPM's expectations for a Human Resources (HR) Line of Business (LOB) Shared Service Center (SSC), the Department of Interior's (DOI) National Business Center (NBC) must expand its current offerings. The Office of Management and Budget (OMB) has designated the Office of Personnel Management (OPM) as the managing partner for the federal Human Resources Line of Business (HR LOB) initiative, to deliver "a government-wide, modern, cost-effective, standardized, and integrated Human Resource Information System(s) (HRIS) to support the strategic management of human capital." OPM has identified the NBC as one of five finalists to operate as an HR LOB Service Center of Excellence. Over time, these centers will deliver a full suite of HR functions to federal agencies.

Currently, NBC's Federal Personnel Payroll System (FPPS) provides systems capabilities for OPM's five core HR services (benefits administration, payroll, personnel action processing, time and attendance, and labor cost distribution) to 37 federal agencies. NBC provides these services with outstanding customer service, high performance accuracy, and for a competitive price. NBC has an established support infrastructure for both HR professionals and agency employees, and extensive experience in migrating clients. NBC currently delivers the five core HR functions required in the near term for HR LOB compliance and is compliant with FEA and eGov requirements. In the longer term, NBC must expand its offerings to include recruiting, position classification and management, performance management, and employee and labor relations, in addition to integrating future e-Gov capabilities, such as e-training.

How does this investment support your agency's mission and strategic goals and objectives?

The HR LOB initiative will enhance the business capacity and technological capabilities of the NBC. It will enable NBC to enhance the existing set of core HR services it provides to 37 agencies and offer new services that support areas such as applicant evaluation and hiring, position classification and competency management, performance management, etc. These new services will assist agencies' HR staffs in moving from a transaction processing focus to one that is more analytic and strategic in scope. It will create operational efficiencies that enable agencies to redeploy HR staff and reduce costs associated with the management and delivery of HR services. Further, this initiative strengthens and expands NBC's technical capabilities to 1) offer agencies a breadth of services that can be "plugged" into their existing infrastructures, 2) advance NBC's adoption and rollout of service-oriented architecture and infrastructure, and 3) make operational the HR LOB Architecture.

This technology investment directly supports the mission and goals of the Department of the Interior (DOI), as discussed in the DOI Strategic Human Capital Management Plan. Historically, DOI's consolidation of core HR services at NBC created value for the Department by reducing the cost of delivering core HR services. As NBC succeeded in expanding its customer base, DOI's costs decreased further. However, with the introduction of the President's Management Agenda and formal strategic human capital planning, it is clear that the management of

HR services is about more than simply cost reduction. In its Plan, DOI identifies several challenges that are affecting the Department's ability to perform its mission, in areas that relate directly to HR services, such as critical skills shortages, pending retirement losses, difficulty in retaining promising young employees, dependence on seasonal and volunteer workforces, overworked supervisors due to responsibilities for seasonal and volunteer employees, insufficient diversity in the work force, etc. In addition, the Plan recognizes opportunities to address some of these challenges through common solutions and greater insight into its work force. The Plan cites common position descriptions and vacancy announcements; streamlined hiring processes; workforce planning; succession planning; and senior executive development and mobility as opportunities to address some of DOI's issues. Each of these potential solutions can be addressed through OPM's HR LOB initiative, and NBC's participation in it as an HR Service Center of Excellence.

NBC's HR LOB initiative aligns with and advances the strategic goals and objectives of OPM's HR LOB:

Goal 1: Improve the government-wide strategic management of human capital: NBC's HR LOB solution will enable federal agencies to make progress in implementing their strategic management of human capital plans. NBC's expansion into a full service HR shared services center will simplify HR processes; automate the delivery of services; direct HR customers to the most appropriate service delivery channels; maximize reusability of IT assets and services; improve employee and manager access to HR services; and redirect agencies' resources to mission critical activities that benefit citizens. Most importantly, NBC's solution will transition ownership for administrative and transactional activities to a shared services environment, freeing agencies' HR organizations to strengthen strategic partnerships with business managers to improve front-line service delivery. This transition will be evident in improvements in workforce planning, recruiting, competency development and management, and performance management - all key components for enabling the strategic management of human capital.

Goal 2: Achieve or increase operational efficiencies in the acquisition, development, implementation, and operation of human resource management systems: NBC's IT strategy leverages its existing Federal Personnel Payroll System in a service-oriented architecture that enables "plug and play" best-of-breed HR solutions. In addition, the fact that many best-of-breed solutions are hosted by service providers that sell their products through subscription fees provides NBC additional cost advantage by avoiding upgrade costs and offering low switching costs if vendors' fees become too high. Once agencies procure HR services from a shared services environment, they will not need to develop or maintain their own HR systems, which will reduce redundancy and overall IT maintenance costs for the government, while offering the potential for agencies to retire existing legacy systems. Focusing the delivery of HR services in shared service environments, which operate on performance measurement frameworks that include service level agreements with customers, increases the quality and visibility of management data, also.

Goal 3: Achieve or increase cost savings/avoidance from HR solution activities: In the long term, agencies' use of NBC's full suite of planned HR services should reduce the service ratio of HR staff to agency employees dramatically, while improving the access and quality of services for employees. NBC's HR LOB enables this cost reduction through automation, consolidation, process improvement, economies of scale, and workload balancing. Online employee and manager self-service eliminate the need for redundant data input. This self-service will be supported by workflow capabilities that eliminate paper-based processes and reduce processing time and cost. A multi-tiered service delivery structure will provide costly face-to-face HR services only where required. Reduced cycle times, such as shortened hiring timelines, will enable agencies to fill critical positions with qualified personnel in a timely manner, improving the quality of agencies' service delivery to citizens. Improved automation in the employee and labor relations area will offer agencies the potential to avoid financial penalties associated with processing errors and delays.

Goal 4: Improve customer service: As an HR shared service center, NBC will promote increased accessibility to its clients through consolidation of end user services into a single Section 508 compliant web-based portal environment. This portal will enable employees and managers to access HR services and policies at their convenience, to have ownership for their personal data, and to control processes for which they have managerial responsibilities (e.g., performance evaluations). This portal should satisfy more than 80 percent of HR service inquiries. NBC will support this portal with a tiered Help Desk structure to assist employees with more difficult issues (e.g., ones requiring policy interpretation or specialized HR expertise). As a result, customers will receive more responsive, more knowledgeable, more consistent HR services. NBC's HR LOB initiative will strengthen NBC's current reputation for high quality customer service while reducing cost.

NBC's proposed solution addresses all the Human Resource Management sub-functions of the Federal Enterprise Architecture's Business Reference Model, as well as creates the foundation to support the continued expansion and evolution of new services.

How does it support the strategic goals from the President's Management Agenda?
This initiative fully supports the three principles and five government-wide goals of the President's Management Agenda (PMA). NBC's evolution into an HR Service Center of Excellence through participation in the federal Human Resources Line of Business (HR LOB) contributes directly to achieving the President's vision for governmental management reform. NBC's HR Service Center of Excellence supports each of the three principles of the President's Management Agenda: 1. Citizen-Centered - NBC's expanded shared services capabilities will offer federal agencies the technology and services they need to perform more strategic management of human capital. In turn, agencies' improved HR services and outcomes will result in more responsive, higher quality service delivery to citizens. NBC will achieve this transition by shifting agencies' transactional, administrative back office HR functions to a shared services environment. This shift will enable agencies to redeploy their HR staffs to perform analytic and strategic advisory roles that support agency decision makers and mission critical activities. With on-line services and strategic HR support, agency business managers realize productivity improvements in managerial HR administrative functions; greater access to competent staff, when needed; and enhanced workforce management capabilities. The result: more time, qualified assistance, and insight to perform their customer-facing responsibilities, with improved results for citizens. Strengthening NBC's shared services capabilities will leverage improvements in technology (e.g., online self-service), economies of scale (e.g., volume discounts), and economies of skill (e.g., centers of HR expertise) to achieve cost savings and cost avoidance. 2. Results-oriented - NBC's HR LOB solution improves the timeliness, reliability, and accuracy of HR data and policy interpretation, and enhances employee and manager access to HR information and processes. By restructuring HR service delivery to be online and Web based, services will be delivered using the most appropriate, lowest cost channels, reserving costly face-to-face service for where needed. NBC's shared service environment is performance*driven, and utilizes metrics to manage, evaluate, and communicate business performance with customer agencies. These metrics facilitate information*sharing and comparison of results across organizations, also. NBC's technology will enable agencies to achieve operational efficiencies by improving employee and manager productivity, speeding completion of processes (e.g., recruitment), and implementing competency management that ensures the right people with the right skills are available for the right job at the right time. NBC's best*of*breed federated technology solution enables NBC to control IT costs by upgrading and expanding existing capabilities, supplementing them with Application Service Provider software products that reduce vendor dependency and facilitate easy capacity expansion and cost control. 3. Market-based - NBC's federated best-of-breed IT strategy maximizes flexibility and cost advantage by using software applications that are hosted by service providers (ASPs). As a result, NBC will receive the latest product innovations without costly upgrades and may switch service providers easily without financial penalty. These services are scalable to meet demand. The HR LOB marketplace promotes cost competition and service innovation among federal service centers. In the future, this competition may broaden to include private sector service providers. NBC's HR Service Center of Excellence supports each of the five strategic objectives in the President's Management Agenda: Goal 1: Expanded Electronic Government This eGov initiative fully embraces and promotes the expansion of electronic government by establishing a common solution for the delivery of HR services and technologies. Over time, NBC will expand its existing core HR offerings to include a full suite of HR services that may be accessed, delivered, and managed through a variety of technologies (e.g., phone, portal, web service, fax, workflow applications, repositories, etc). This technology will enhance, not degrade, NBC's current superior customer service. This initiative will reduce the difficulty and expense of performing HR functions. Through the propagation of common HR services, NBC will help the federal government to reduce costs of duplicative, and sometimes competing, investments. Agencies will no longer need to invest in costly HR system development; they may purchase the technologies and/or services from NBC at reduced cost. Agencies with existing HR systems that are facing costly upgrades may choose to outsource HR services to NBC at reduced cost. Government employees and managers will access an e*HR portal to perform HR functions and processes and to obtain information. NBC will standardize systems and processes to enable agencies to share HR information more efficiently and to realize maximum benefit from commercial off-the-shelf HR technologies. Internal business processes will be automated (e.g., using workflow technology) to reduce costs and improve the effectiveness of the workforce. To the extent feasible, this initiative will leverage existing e-Gov initiatives, such as e-Payroll, e-Training, e-Clearance, Recruitment One Stop and EHRI, and will drive savings and benefits while improving access and services for NBC stakeholders. Goal 2: Strategic Management of Human Capital NBC's proposed technology solution and service delivery approach will advance federal agencies' strategic management of human capital dramatically. Fundamentally, this initiative streamlines HR processes, simplifies and automates the delivery of services, maximizes reusability, and reduces the layers between customers and decision-makers. More importantly, it drives a crucial shift in emphasis within agencies' HR organizations, from

administrative processing to strategic partnership with business managers to improve front-line service delivery. This shift will be evident in improvements in workforce planning, recruiting, competency development and management, and performance management - all key components for enabling the strategic management of human capital.

Goal 3: Improved Financial Performance
This initiative will improve financial performance by reducing costs associated with HR service delivery and management. The federal government may achieve cost reductions through consolidation of HR operations, rationalization of HR-related IT systems, HR process efficiencies that improve productivity, economies of scale, and reduced cost of HR service delivery. These efficiencies will enable agencies to redeploy staff from transactional processing to more value-added purposes. Through the integration and standardization of HR systems, NBC will improve the timeliness and reliability of HR cost information, use technology and process improvements to ensure timely completion of management reporting, and reduce costs associated with agencies' developing and maintaining multiple HR systems/technologies.

Goal 4: Competitive Sourcing
NBC's HR LOB initiative promotes innovation and competition to deliver greater efficiency and effectiveness within and across the HR line of business. NBC's technical solution is compatible with a service-oriented architecture (SOA) that leverages and modernizes existing capabilities to maximize flexibility and scalability, promote interoperability, improve service delivery, and reduce cost and risk. It provides an effective, efficient common solution while still enabling NBC to accommodate agency-unique requirements. The SOA creates and sustains a competitive landscape in which products, solutions, and vendors can compete equally - enabling the government to capitalize on product innovation, cost reduction opportunities, and process improvements. NBC is well-positioned to take advantage of the latest improvements in HR technology solutions through service provider subscription services that avoid high upfront investments and costly upgrades for product improvements. In addition, NBC is decoupling the payroll and personnel services that are integrated currently in the Federal Personnel Payroll System (FPPS) in order to provide agencies the flexibility to procure one service from NBC, but not the other (e.g., to maintain their existing payroll solution, but procure HR services from NBC).

Goal 5: Budget and Performance Integration
As the HR LOB initiative matures, and federal HR activities are consolidated into a select group of shared service centers, the federal government will have greater visibility into the budgeted costs and total expenditures for administering and delivering HR services. Moving forward, as agencies procure increased levels of HR services from shared service centers, they will require very limited HR system development budgets and will be able to reduce HR-related system maintenance expenditures. To ensure the success of its HR LOB initiative, NBC will measure and manage the project throughout its life-cycle using Earned Value Management System (EVMS) and an integrated Capital Planning and Investment Control process. NBC will establish performance measures, metrics, and indicators to evaluate impact, outcomes, and results, and to facilitate communications with stakeholders. NBC's customer agencies will benefit by choosing a reusable service that 1) has a proven track record of meeting or exceeding performance indicators with exceptional customer service, 2) has established indicators to help agencies maximize the service - in relation to the performance metrics as established by each agency for supporting HR functions, and 3) can offer agencies technical assistance in choosing proven services - as opposed to building or investing in their own. NBC will collaborate closely with OPM to establish how performance is measured, captured, and reported within and across the HR LOB Architecture. In the long term, this solution will facilitate the integration of standardized HR information with budget and performance information systems to ensure that performance and resource level information provide managers with the feedback needed for future planning and performance/budget improvements. The ability to integrate this information at the appropriate level for managerial control will contribute to more efficient resource utilization and improved accountability.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

Currently, NBC has 37 government agency customers, including the Department of the Interior. The proposed FY06 enhancements will affect these customers. Additionally, because this initiative will be entering the planning phase of an iterative implementation in FY06, this initiative affects all Executive Agencies interested in migrating their HR services to an HR Service Center of Excellence. The completion of the Business Reference Model and HR LOB planning will further clarify the specific agencies that may migrate to NBC.

By FY06 NBC will provide personnel payroll services for over 300,000 government employees from the following 37 government departments and agencies:

* Department of the Interior
* Social Security Administration
* Department of Education
* Advisory Council on Historic Preservation
* African Development Foundation
* Artic Research Commission
* Bureau of Public Debt
* Chemical Safety and Hazard Investigation Board
* Commission of Fine Arts
* Consumer Products Safety Commission
* Department of Transportation

* Equal Employment Opportunity Commission
* Federal Labor Relations Authority
* Federal Emergency Management Agency
* Federal Trade Commission
* Harry S. Truman Scholarship Foundation
* Holocaust Memorial Museum
* Inter-American Foundation
* International Trade Commission
* James Madison Memorial Fellowship Foundation
* Millennium Challenge Corporation
* National Aeronautics and Space Administration
* National Commission of Libraries and Info Sciences
* National Labor Relations Board
* National Science Foundation
* National Transportation Safety Board
* Nuclear Regulatory Commission
* Office of Navajo and Hopi Indian Relocation
* Overseas Private Investment Corporation
* Pension Benefit Guaranty Corporation
* Presidio Trust
* Securities and Exchange Commission
* Selective Service System
* US Trade and Development Agency
* US Forest Service
* Utah Reclamation Mitigation & Conservation Commission
* Valles Caldera National Preserve

How will this investment reduce costs or improve efficiencies?

In the long-term, NBC's HR Service Center of Excellence will reduce costs, improve efficiencies, lessen administrative burden, expand access to services, improve the quality of HR services, and enable agencies' HR staffs to transition from an administrative, transactional focus to one that is more analytic and strategic in nature. This cost reduction and more strategic management of human capital will make a direct impact on clients' government-wide mission performance and improving the quality of its services to citizens. NBC's expansion of its shared HR services will reduce redundant HR systems development and maintenance spending government-wide, promote the re-use of technology and components, implement best practices, and accelerate technology modernization. Initial benefits will be realized through standardization and consolidation of HR management systems and processes, and the potential for operational efficiencies through increased HR automation. The primary means of reducing HR investment costs and improving efficiencies include:
* Elimination and/or consolidation of legacy and redundant HR systems across the government
* Improved use of Federal Government buying power for leverage in negotiations with suppliers
* Reliable, accurate, insightful HR information in a common format across the government
* Increased technology tools that improve productivity and effectiveness in managing and delivering HR services
* Implementing a robust market-driven acquisition strategy that takes advantage of subscription services to lessen upfront investment requirements
* Transition of transactional activities to a shared services environment.

NBC's partner agencies are the beneficiaries of NBC's expansion into a full service HR Service Center of Excellence. They benefit from reduced HR system development and maintenance costs, which they may re-allocate toward systems that more directly support Agency missions. They benefit, also, from the reduced cost of managing and delivering HR services. Since the shared services environment is more efficient due to its ability to leverage technology, economies of scale, workload balancing, etc., NBC shares its cost savings/avoidance with agencies in the form of reduced fees. The shared service center's ownership of transaction processing activities, and its portal and help desk strategies that enable self-service and reduce unnecessary inquiries to HR staffs, provide the opportunity for agencies to refocus their HR staff to more strategic activities that advance agencies' missions. Some of the ways in which the NBC HR LOB investment will enable agencies to perform more strategic management of human capital is through workforce management performance improvements in the areas of recruiting, position classification, performance management, competency development and management, and employee and labor relations.

The Federated System solution also outperforms other potential IT strategies in cost reduction. The discounted net cost (calculated by taking the current dollar lifecycle costs, discounting them and netting out the cost and benefit amount) projected over the ten year present value of the life-cycle cost is expected to have a life-cycle net cost of $80.0 million (hundreds of millions of dollars less than other alternatives). The risk-adjusted ROI (combining the strategic benefit, risk, and cost analysis that represented the decision criteria for the recommended IT systems strategy) is estimated to be 39.1% for the selected solution.

Additional benefits of this common solution include:

* A target architecture that is standards-based and scalable in terms of adding functionality, and broad rollout across agencies
* Flexible choice of solution operating models and service providers

* Integrated delivery of HR services from systems to operations to help desk and beyond
* Better management decisions at the government-wide and agency enterprise levels
* Reduced costs of service by sharing common development, information technology infrastructures, and applications with other agencies
* Minimized need for upfront capital investment for each agency, allowing agencies to purchase a service rather than build a new system
* Reduced cost of service by sharing common operation and maintenance functions with other agencies
* Increased competition among product and service providers

List all other assets that interface with this asset.

The core HR system (FPPS) interfaces with the following assets:
* Treasury Department
* National Finance Center
* Office of Personnel Management
* Social Security Administration
* Federal Financial System
* TALX Corporation (Employment Verification and Unemployment Compensation)
* Retirement Subsystem
* Time and Attendance
* Quarters Management System
* Long Term Care Provider (LTCI)
* Flexible Spending Account Provider (SHPS)
* Corporate Trade Exchange (CTX) Child Support
* Oracle Financials (FBMS)
* All FPPS clients
* National Treasury Employees Union
* Health & Human Services
* Various State, City, and Local governments
* Internal Revenue Service
* Equal Employment Opportunity Commission
* NBC Datamart
* Bureau of Labor Statistics
* Client systems

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	32.503
BY 2007 Maintenance Resources:	60.112
BY 2007 Total, All Stages Resources:	92.615
Life Cycle Total, All Stages Resources:	1,034.575

E-Payroll

INVESTMENT OVERVIEW AND JUSTIFICATION

Investment Identification

Agency	Department of the Interior
Bureau	Office of the Secretary
Budget Account Number	010-84-4523
Account Name	Working Capital Fund
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Personnel and Payroll
Name of Investment	E-DOI - E-Payroll
Full UPI Code	010-00-01-07-01-1221-24-403-253

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

Investment Description
The Federal Personnel Payroll System (FPPS) is an automated personnel transaction processing and payroll system implemented in FY 1998 by the Department of the Interior's (DOI) National Business Center (NBC). NBC implemented FPPS for the DOI and then began forming fee for service agreements with other government agencies to provide integrated personnel and payroll processing.

The National Business Center (NBC), Department of the Interior (DOI), has been in the personnel and payroll processing business for over 25 years providing shared services in a timely, efficient, and cost-effective manner. NBC has a modern, flexible personnel and payroll system, an established support infrastructure, extensive experience migrating and supporting clients, and above all, a powerful customer-centric focus and corporate drive.

NBC has a proven track record of providing a high quality personnel processing and payroll system. Over 40% of the FPPS functionality is personnel processing. The payroll processing functionality of FPPS and the payroll operations department provides services to client agencies that have widely varying pay requirements and environments. We currently provide payroll service to all bureaus and offices within Interior, as well as 36 other agencies, with over 99.9% accuracy. Additionally, NBC provides financial and procurement systems and operational services; servicing personnel office operations; Data Center services; government quarters management to a broad range of clients; and non-Federal emergency workers payments. Overall, 125 different organizations utilize systems and operational services from the NBC. The combination of these diverse services brings economies of scale to all NBC clients. Customer service and best value are the cornerstones of the NBC.

Financial Summary
The financial summary above reflects a steady state system. Migration costs are included in O&M costs in FY2004, FY2005 and FY2006 which represent one time costs for migration of four agencies to the FPPS system (NSF, NRC, NASA and DOT). Payroll operation costs are included in the Maintenance category. The total amount for each year listed in the budget is projected to equal the total of all service fees from the current base of 37 client agencies. The National Business Center receives no directly appropriated funding.

CPIC Process Status: The OPM, as the managing partner of the e-Payroll Initiative, submitted to OMB the budget and accompanying Exhibit 300 for the FPPS as part of the overall OPM E-Payroll E-Gov Initiative.

Based on guidance issued by the OMB, the FPPS is considered a major application within the overall Department of the Interior (DOI) CPIC process. The DOI IRB is chartered by the Secretary of the Interior and is operated by our Chief Information Officer. The IRB itself is composed of CIO's from each of our bureaus, as well as the E-Gov representative from each bureau. Exhibit 300s from bureaus and the Office of the Secretary are submitted to, and approved by, the IRB before they are included within the overall IT portfolio that is submitted to OMB as part of our annual budget submission. The E-Payroll Investment was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on June 22, 2005.

The NBC has also sent the IRB an alternative business case also based on OMB guidance which will expand the FPPS into a Human Resources Line of Business Shared Service Center.

Modern Functionality: NBC's FPPS is the most modern personnel and payroll system available in the Federal government. It became fully operational in FY 1998 and was significantly upgraded in 2001. FPPS meets or exceeds all requirements in JFMIP SR 99-5, as well as all other applicable Federal payroll guidelines. The fully integrated on-line database of FPPS allows for real-time updates and edits of employee personnel and payroll data, clearly enhancing the timeliness and accuracy of agency pay actions. The system's table-driven features allow for exemplary responsiveness and flexibility in implementing new programs, laws, and regulations; and for addressing client-specific pay plans and processes. A major capability of FPPS that substantially reduces a client's workload is its automated retroactive pay feature. Personnel actions and time and attendance changes entered by a client for a prior pay period automatically generate an adjustment to the employee's pay for all affected pay periods as well as correcting any intervening personnel actions and/or time and attendance records.

FPPS is extremely user-friendly, with point and click web-based graphical screens, on-line help, and an extensive Datamart with powerful, easy-to-use query capability. All FPPS web interfaces generally comply with Section 508 of the Rehabilitation Act of 1973 that provides standards for employees with disabilities. NBC clients are also provided many value-added features which reduce a client's workload, e.g., full debt management services and an extensive system & quot; tickler & quot; capability for upcoming actions. FPPS accommodates numerous unique regulatory pay requirements, e.g. National Park Service's Park Police, Bureau of Indian Affairs Contract Educators, negotiated union contracts, Youth Conservation Corps, Overseas Private Investment Corporation, Securities and Exchange Commission, and multiple official pay days. The flexibility of FPPS positions NBC to be able to accommodate unique pay requirements of other agencies with, in most cases, only minor system changes required.

The NBC provides payroll clients with several options for time and attendance (T&A) reporting. Two web-based T&A solutions are offered: A real-time, on-line system within FPPS, and an employee-based Quicktime system that is provided to FPPS clients and to several agencies that use other payroll providers. Both T&A systems allow agencies to include project or cost accounting data with their T&A's. FPPS also readily interfaces with T&A systems maintained by individual agencies. A number of commercial COTS providers are used to accomplish specific segments of the pay program, e.g. ALLTAX software for system tax computations, and TALX software and services for employment verification and unemployment reporting.

Besides personnel action processing, pay processing and time and attendance, FPPS also includes functionality for benefits administration and labor distribution. Benefits processing includes a variety of functions such as military service credit deposits, Thrift Savings Program (TSP) processing, retirement actions, health benefit enrollments, flexible spending accounts, life insurance and providing certification data to other entities. Labor distribution includes providing a detailed listing of the agency's payroll salaries and expenses to be used as input to the agency's accounting system for reporting requirements.

Chosen Payroll Provider: In December 2001, the Office of Management and Budget (OMB) identified the Office of Personnel Management (OPM) as the managing partner for e-Payroll. OPM issued a Request for Response to determine who in the federal government would be a payroll provider for the entire executive branch. The NBC, along with three other agencies, was chosen. The four payroll providers are migrating all other departments within the executive branch to our systems. During this process, the providers are overseen by a Shared Service Advisory Council (SSCAC) co-chaired by OMB and OPM. The providers each have a representative on the SSCAC as do five client agencies (rotating) that also represent the Chief Information Officer Council, the Chief Human Capital Officer Council, the Chief Finance Officers Council, the Small Agency Council and the Intelligence Community.

Quality Customer Service: While state-of-the-art system capabilities have been crucial to the success of the NBC's cross-servicing activities, our customer service focus is of paramount importance. We take a very proactive approach to ensuring employees are paid accurately and on time. NBC staff work closely with client agencies to meet their individual needs, identify areas requiring payroll staff intervention and/or monitoring, and provide continuous feedback and resolution of payroll and T&A issues. Customer questions and concerns are promptly and accurately addressed through a network of help desks, on-line help capability, training, user manuals, and easily accessible NBC staff. We support a very strong FPPS User Group made up of representatives from all client agencies. The User Group meets three times a year and actively participates in making consensus decisions regarding system direction and priorities, as well as the contents of system releases. Through periodic conference calls they are also involved in operational plans and schedules.

Our current customers have consistently expressed very high levels of satisfaction with the quality, timeliness, and responsiveness of NBC services. A contractor-led customer survey in 2001 indicated an incredible 87% satisfactory or better rating of NBC services. This far exceeds the industry standard for customer satisfaction in both the public and private sector.

Scalable Data Center/Telecommunications: FPPS, as well as all NBC systems, are supported by a modern, technologically advanced computer environment that is well structured for additional capacity. In addition to the mainframes used for FPPS, the Data Center maintains web and application servers and load balancing equipment for the web-based T&A system, web-based FPPS screens, the FPPS Datamart, the NBC website and web-based training. A recent upgrade to the Data Center has provided sufficient mainframe capacity to allow the client base to substantially increase with only minimal acquisition of new processing hardware and no required expansion of our Data Center facility.

The NBC supports a nationwide telecommunications network with extensive government and contractor expertise dedicated to its support. The network has contingency switching plans available for emergencies. Most of our clients acquire their telecommunications through our Data Center, although clients can provide their own telecommunications if they prefer. Our Data Center and network capabilities are readily expandable to accommodate additional clients.

Client Supported Working Capital Fund (WCF): The NBC receives no directly appropriated funds. All of our income is received from our clients through a charge for our services. We operate through a WCF that provides needed flexibility for a cross-servicing environment. Clients are charged for our personnel/payroll services through an annual unit cost based on the number of W-2s produced. All clients are charged a rate for a particular service based on W-2 counts, independent of size. Optional services available on a reimbursement basis include OPM's Employee Express, Quicktime employee-based Time & Attendance (T&A), Labor Cost System processing and support, and additional Datamart history and retrieval software support. The WCF is a critical component of the infrastructure, processes, and procedures in place at NBC.

Developing Partnership: NBC has a partnership agreement with the USDA National Finance Center (NFC) to achieve standardization and cost-efficiencies through joint efforts. As a start, the partnership involves joint planning and sharing of knowledge related to agency conversions. On-going opportunities exist to establish common directions and share resources once all the agency conversions have been completed.

OPM has established the SSCAC consisting of representatives from OPM, OMB, and the Payroll Partnerships which includes NBC. The SSCAC serves as a forum for communicating, evaluating, and addressing matters in the areas of management and implementation of payroll policy, direction of the President's Management Agenda (PMA) and the e-Payroll initiative, and identification of standard forms, services and procedures among the payroll providers.

Enhanced "Payroll-only" Interface Strategy: A planned client driven enhancement to FPPS will allow FPPS to serve as a Payroll Point Solution Provider for clients that use another Human Resource system. For example, a Shared Service Center that uses PeopleSoft for its HR system could outsource its payroll service to the NBC Shared Service Center. NBC would perform as the Point Solution Provider by providing a Payroll Servicing Office and Payroll System Component to the other provider. The interconnection of the systems would be handled as batch files with validations occurring in both systems. Clients desiring the pay-only interface would be converted as the new capability is deployed.

Proven Migration Experience: The NBC has extensive experience migrating new clients to our payroll environment, including clients ranging in size from four employees to 85,000. This activity has involved converting clients from several Federal payroll providers, e.g., HHS, GSA, and DOT. Twenty-five of our conversions were achieved using an automated process with complete pay period parallels and automated comparisons of the results to the current provider's actual payroll. All conversions have occurred on schedule and with no disruption to employee pay. The conversion of the Social Security Administration's 65,000 employees all at one time is one of the largest conversions ever accomplished in the Federal government. A dedicated conversion staff, proven conversion processes, and automated comparison tools are already in place to allow us to accomplish payroll consolidation in an expeditious manner. The flexibilities inherent in FPPS because of its design permit us to accommodate new or unique pay plans and business processes efficiently and often without major system reprogramming. NBC has a proven track record based on a sound infrastructure, procedures, and automated tools in place for migration.

As directed by OPM under the E-Payroll initiative, the NBC currently provides services to 37 government agencies. In 2005, the NBC expects to migrate 59,300 employees of the Department of Transportation by October 2005 thus completing all currently scheduled and approved clients by the beginning of FY06. At this time, the NBC expects to work with possible new clients that are interested in changing e-Payroll providers.
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Continuous Innovation and Excellence: The NBC has initiated and implemented activities to shorten the typical migration time period; increased automation associated with the migration processes; designed a payroll-only interface to FPPS; planned for scalable infrastructure capacity; and managed our internal workload to shift priority to payroll consolidation where appropriate during the past year. We have a formal partnership approach with the NFC and are moving to a long-term partnership management structure.

Additional information on NBC is available through the web site at www.nbc.gov.

How does this investment support your agency's mission and strategic goals and objectives?

The mission of the Department of the Interior's National Business Center is to provide quality service and innovative solutions to meet customer business needs through our most important asset - NBC employees. NBC has been in the personnel/payroll service delivery business as a point solution for many years using our collective expertise to improve the government-wide strategic management of human capital; achieve or increase operational efficiencies in the acquisition, development, implementation and operation of human resources management systems; and increase cost savings/avoidance from HR solution planning, acquisition, development, deployment, modernization and enhancement activities. This effort supports NBC activities to further achieve goals of OPM, OMB, and the President's Management Agenda.

NBC and the DOI embrace the E-Government initiatives of the President's Management Agenda. The FPPS is an integral part of the e-Payroll initiative that supports OPM's leadership and governance of Federal payroll operations. The e-Payroll initiative supports the OPM's mission and strategic goals by standardizing, consolidating and integrating Government-wide federal civilian payroll services and procedures, and integrating payroll, associated human resources and finance functions.

How does it support the strategic goals from the President's Management Agenda?

FPPS directly supports the President's Management Agenda through the e-Payroll initiative. The e-Payroll initiative supports the principles established by the Administration, that the Federal Government operations should be citizen-centered, results-oriented, and market-based.

The Department of the Interior, utilizing FPPS, has been selected to be one of the payroll systems to provide payroll services across the entire Federal Government. The number of agencies serviced by FPPS is being greatly expanded to meet the President's Management Agenda goal of having all agencies serviced by one of the selected payroll systems.

FPPS directly impacts the Strategic Management of the Department's Human Capital. FPPS automated many manual tasks associated with management of human resources and gave instant access to reports on human capital. FPPS provides a personnel and payroll system that can provide cross servicing to other government agencies; thereby, providing "economy of scale" and reducing the cost to Interior as well as the other agencies being serviced. FPPS reduces the need for retention of paper and provides electronic signature authority meeting the GPEA goals. FPPS supports the President's Management Agenda through bringing standardization and automation to the processing of essential administrative services and thereby reducing costs.

President's Management Agenda
Goal 1: Expand Electronic Government: FPPS directly supports the President's Management Agenda through its e-Payroll Initiative. The Department of the Interior, utilizing FPPS, has been selected to be one of the interim payroll systems to provide payroll services across the entire Federal Government. The number of agencies serviced by FPPS is being greatly expanded to meet the President's Management Agenda goal of having all agencies serviced by one of the selected payroll systems effective September 2004. FPPS reduces the need for retention of paper and provides electronic signature authority meeting the GPEA goals.
Goal 2: Strategic Management of Human Capital: FPPS directly impacts the Strategic Management of the Department's Human Capital. FPPS automated many manual tasks associated with management of human resources and gave instant access to reports on human capital. FPPS provides a personnel and payroll system that can provide cross servicing to other government agencies; thereby, providing "economy of scale" and reducing the cost to Interior as well as the other agencies being serviced. FPPS supports the President's Management Agenda through bringing standardization and automation to the processing of essential administrative services and thereby reducing costs.
Goal 3: Improve Financial Performance: The FPPS is utilized by a wide variety of users. Our goal in maintaining, modernizing, and enhancing the FPPS is to ensure our processes reflect the needs of an increasingly sophisticated group of users while continuing to provide superior customer service to the most basic user. We are actively planning enhancements aimed to make information more available and simpler to access electronically. In addition, the service provided to customers by the payroll operations staff resembles the one-stop shopping approach.
Goal 4: Competitive Sourcing: Contemporary technology allows for an effective competition of the enhancements, operations and maintenance work required by NBC. The ending of reliance on dated programming skills opens the door to quality competition in sourcing alternatives. All contracts will be transitioned to performance based contracts by fiscal year 2006.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

NBC provides personnel payroll services for over 240,000 government employees from the following government departments and agencies:
Department of the Interior
Social Security Administration
Department of Education
Advisory Council on Historic Preservation
African Development Foundation
Artic Research Commission
Chemical Safety and Hazard Investigation Board
Commission of Fine Arts
Consumer Products Safety Commission
Department of Transportation
Equal Employment Opportunity Commission
Federal Labor Relations Authority
Federal Emergency Management Agency
Federal Trade Commission
Harry S. Truman Scholarship Foundation
Holocaust Memorial Museum
Inter-American Foundation
International Trade Commission
James Madison Memorial Fellowship Foundation

Millennium Challenge Corporation
National Aeronautics and Space Administration
National Commission of Libraries and Info Sciences
National Labor Relations Board
National Science Foundation
National Transportation Safety Board
Nuclear Regulatory Commission
Office of Navajo and Hopi Indian Relocation
Overseas Private Investment Corporation
Pension Benefit Guaranty Corporation
Presidio Trust
Securities and Exchange Commission
Selective Service System
US Trade and Development Agency
US Forest Service
Utah Reclamation Mitigation & Conservation Commission
Valles Caldera National Preserve

How will this investment reduce costs or improve efficiencies?

FPPS automates many personnel and payroll tasks that were previously accomplished manually. Therefore, there was a reduction in the number of human resources needed to support personnel and payroll processing. Also, personnel and payroll actions are completed in a more expedient manner under FPPS. The system reduces the need for paper by electronically providing required OPM forms and electronic signature capability. FPPS keeps extensive history of all personnel and payroll actions, eliminating the need for paper folders. FPPS provides this history in a "Datamart". The Department has been able to better manage their workforce by using the Datamart to produce needed information in a more comprehensive and timely manner. FPPS provides a web based time and attendance system that enables employees to input their time and attendance data. This eliminates paper copies of time and attendance data and redirects administrative personnel to perform more critical agency essential mission tasks.

This investment reduces costs by:
a. Eliminating redundant payroll systems and operations (FPPS services 37 departments and agencies)
b. Streamlining and standardizing business process
c. Leveraging new and existing technologies to support partnership operations

List all other assets that interface with this asset.

Treasury Department
National Finance Center
Office of Personnel Management
Social Security Administration
Bureau of Labor Statistics (Employee Counts & Wages by locality)
Dept. of the Interior Safety Office
Internal Revenue Service
Health & Human Services (National Directory of New Hires)
Government Retirement & Benefits Inc.
National Treasury Employees Union (NTEU Union Dues Withholding)
35 State Governments (Wages & Tax Statement Files)
13 or 14 Cities and/or Counties (Wages & Tax Statement Files)
TALX Corporation (Employment Verification and Unemployment Compensation)
Retirement Subsystem
Quarters Management System
Long Term Care Provider (LTCI)
Flexible Spending Account Provider (SHPS)
Corporate Trade Exchange (CTX) Child Support
NBC internal interconnections/interfaces:
Payroll Operations Division (Alpha Database Server)
Datamart
Retirement Sub System (RSS part of FPPS)
Quicktime (Time and Attendance Subsystem of FPPS)
Financial Business Management System (FBMS)
Federal Financial System (FFS-which is being replaced by FBMS)

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	0
BY 2007 Total, All Stages Resources:	0
Life Cycle Total, All Stages Resources:	505.380

NOTE: BY 2007 Resources are shown in the Exhibit 300 for the NBC Shared Service Center (HRLOB)

Land and Resource Management System (DLRM)

DOI – Land and Resource Management System (DLRM)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Department Wide
Budget Account Number	010-76-2100
Account Name	Management of Lands and Resources
Account number of any other budget accounts funding this investment:	010-04-1109
Program Activity	Land Resource Management
Name of Investment	DOI - Land and Resource Management System (DLRM)
Full UPI Code	010-00-01-03-01-0038-00-117-057

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

DLRM was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on June 8th, 2005.

The Department of the Interior (DOI) Land and Resource Management System (DLRM) is a major cross-cutting DOI-wide enterprise initiative. The major functions that support land and natural resource management are:

-Ownership Management (managing ownership information to specific parcels of land)
-Inventory Management (inventory of land holdings)
-Use Authorization Management (Managing permitting, leasing, rights of way activities)
-Planning (planning activities to maintain and conserve the natural resource)
-Compliance (Compliance with use authorization activities)
-Monitoring (Availability and accessibility of natural resources)
-Custodial Management (Maintenance of the land and natural resources)

Phase I of the DLRM will provide a state-of-the art solution for managing the use authorization component for Indian Trust lands and associated natural resources. DOI recognizes that the business processes and rules, information requirements, and supporting data for each of the above major land and natural resource management phases have significant similarities that are applicable to both Indian and Federal land and natural resource management. That is, there is significant opportunities for process and data standardization with accompanying component re-use. As a result, subsequent phases of the DLRM will provide an automated IT solution for the use authorization component for both Federal and Indian trust lands that re-uses core business processes, data and capabilities from Phase I of the DLRM.

This system will provide complete, accurate and timely information concerning activities in the 500+ million acres managed by DOI. DLRM will support land management processes to best manage and maintain thorough standardized core business processes while enabling line of business details to be captured. This will give DOI an authoritative source of information, within a singular data repository, to provide managers the necessary information to enhance the decision-making process for land and natural resource management. The DLRM will provide other advantages by decreasing operational costs, supporting the modernization initiative based on reusing and minimizing development activities, and providing management with the tools to effectively direct land management activities.

This system directly aligns with DOI's goals and strategies and has independently been identified in the Fiduciary Trust Model and the Trust Modernization Blueprint. The system was initially conceived to aid Trust land management components, but due to similarity in the aforementioned land management functions with federal lands, subsequent phases will address both federal and Trust land management solutions for all functions (e.g., Ownership Management, etc.) in a prioritized manner.

Phase I of the project will encompass the revenue-generating activities of land holdings through use authorizations (permits, leases, and rights of way). The DLRM will provide the foundation upon which a complete Land and Resource Management system will be built, which will standardize data and processes across bureaus and lines of business. The system will eventually encompass the entire spectrum of land management activities.

There will be two separate installations of the DLRM due to the network segmentation instituted by the *Cobell v Norton* legal action. However, the product will remain functionally similar to aid in consolidating the two environments once the *Cobell v Norton* legal action has been finalized. The initial version will support Trust use authorization activities and will be utilized by Bureau of Indian Affairs (BIA) and the Office of the Special Trustee for American Indians (OST).

The second version will be addressed after the successful implementation of the Trust system. It will support the Use Authorization activities of the Bureau of Land Management (BLM), Fish and Wildlife Service (FWS), and the other DOI Bureaus and Offices. The Trust version will be addressed initially to offer the long-term solution to the failing legacy applications and as a risk mitigation strategy to assure functionality prior to the purchase of both instances.

OBJECTIVES:

Overall Capabilities for the DLRM will include support for:

* DOI business processes associated with "Use Authorization" issuance and compliance management for leases, contracts, agreements, permits, rights-of-way and other vehicles in which use of federal and Indian lands is conveyed.
* Land management processes to maintain and/or increase revenue-generating capability of the land through maintenance and management contracts.

The DLRM system will provide the following common functionality:

- Manage/Administer Land and Resources Data
- Identify available tracts to issue Use Authorizations
- Produce and track Use Authorization advertisements
- Record applications received for available tracts
- Track application evaluation information
- Provide work flow capabilities to include approval processes
- Process renewal and modifications for use authorizations
- Provide information for title systems to record title information
- Generate and maintain invoice information
- Collect and Distribute funds received
- Terminate use authorization activities
- Record resource inventory and physical improvements
- Report usage of land
- Produce maintenance contracts
- Document cases of unauthorized use
- Report monitoring and compliance and/or non-compliance of maintenance contracts

The system will provide specific and detailed functionality within a common framework for the following core lines of business:

-Rights-of Way
-Range/Grazing
-Fluid Minerals
-Solid Minerals
-Forestry
-Business and Residential
-Agriculture

The DLRM system will initially consolidate legacy Trust applications for land and natural resources use and management into an enterprise-wide system. These systems are currently in the process of being consolidated into the BIA-Trust Asset and Account Management System (TAAMS) which provides some leasing support as an interim risk mitigation strategy against system failure until the DLRM is available. These applications include:

-Integrated Records Management System (IRMS)
-Royalty Distribution and Reporting System (RDRS)
-Real Estate Modules (REM)
-Management Accounting and Distribution (MAD)
-Great Lakes Agency Database System (GLADS)
-PC Lease
-OSAGE Oil and Gas
-Oil and gas production data interface (independent system accessed through individual PCs)

Upon successful testing and implementation of the DLRM system, the consolidated TAAMS Leasing data will be ported into the DLRM application. Interfaces will be established between DLRM and adjoining systems and the

TAAMS Leasing module will be decommissioned. Subsequently, a functional/cost/benefit analysis will occur for the reviewing ownership functionality as the GIS and use authorization components will be addressed in the initial DLRM implementation. Following a successful Trust deployment, all DOI Non-Trust use authorization systems will be analyzed for duplicative functionality, compliance with DOI reference models, modernization status, cost and benefit for consideration of consolidation into an instance referred to as the "Federal installation".

The core functionality on which the DLRM Trust use authorization application is built enables modernization and integration of land use management support systems across the entire DOI. Through the COTS selection and procurement process, evaluations will be made to address potential COTS functionality and benefits related to ownership and title components.

How does this investment support your agency's mission and strategic goals and objectives?

The DLRM supports two of the four key mission areas. They are:

1. The DLRM will support the DOI's Resource Use mission to, "Manage natural resources to promote responsible use and sustain a dynamic economy" through the ability to have a centralized application to provide functionality in support of identifying and managing the nation's land interests though selective use, compliance and maintenance activities. The DLRM will also support this mission by providing the data necessary to facilitate the planning and management of the use authorization activities for the 600+ million acres via ownership or via responsibilities to the Indian Trust.

DOI's stewardship responsibilities involve the complicated task of determining where, when, and to what extent renewable and non-renewable economic resources on Indian and public land should be made available. DLRM supports Resource Use by providing land status data (improving DOI's information base) and a record of land and resource authorizations (ensuring effective lease and permit management) for the Nation's Indian and public lands, providing management with the appropriate and timely information to effectively promote/manage resource protection and use while sustaining a dynamic economy. With the Nation experiencing unprecedented demands for oil, natural gas and coal, DOI employees make daily decisions that affect the well being of our nation and quality of life of our citizens (effectively manage and provide efficient access and development/production). As a national major application, DLRM will provide the tools/data (improved technical assistance) to enable DOI Bureaus and Offices to field a highly skilled, accountable, modern, functionally integrated, and citizen-centered results oriented workforce (improved resource management and stakeholder satisfaction).

Resource Use - Manage resources to promote responsible use and sustain a dynamic economy.
Energy - Manage or Influence Resource Use to Enhance Public Benefit, Promote Responsible Use, and Ensure Optimal Value
Strategy 1: Effectively manage and provide for efficient access and development
Strategy 2: Enhance responsible use management practices
Strategy 3: Optimize value through effective lease and permit management
Strategy 4: Improve information base, information management and technical assistance
Non-Energy Minerals - Manage or Influence Resource Use to Enhance Public Benefit, Promote Responsible Use, and Ensure Optimal Value
Strategy 1: Effectively manage and provide for efficient access and production
Strategy 2: Enhance responsible use management practices
Strategy 3: Optimize value through effective lease and permit management
Strategy 4: Improve information base, information management and technical assistance

2. The DLRM will support the DOI's Resource Protection mission to, "honor its trust responsibilities or special commitments to American Indians, Alaskan Natives and affiliated Island communities". The DOI Strategic Plan for FY2003-2008 outlines four mission areas and a number of outcome goals. The DLRM addresses the "Serving Communities" mission area and enables the outcome of "fulfilling Indian Trust Fiduciary Responsibilities".

Strategy: Improve Indian Fiduciary Trust Beneficiary Services
Strategy: Improve Indian Trust Ownership and Other Information
Strategy: Improve Management of Land and Natural Resource Assets
Strategy: Manage Trust Fund Assets for Timely and Productive Use

The system will also support a strategic goal for Management Excellence to, "Manage the Department to be highly skilled, accountable, modern, functionally integrated, citizen-centered and result-oriented". This is planned to occur through the integration activities of a common source, thereby eliminating redundancy and providing integration through internal, and where applicable, system interfaces. Performance and process improvement will occur through the workflow component and through the tracking of performance metrics as stated in the section above. This will identify and reduce inefficiencies along with capturing data to improve processes.

Goal: Integration
Strategy: Citizen-Centered E-Government and Information Technology Management
Strategy: Performance/Process Improvement

DLRM supports the Secretary's vision

The Secretary's vision for effective Interior program management focuses on conservation, cooperation, consultation, and communication.
. DLRM supports conservation of our Nation's land and its resources by providing a record of past and current activities authorized on Indian and public lands.
. DLRM supports cooperation in terms of interaction, collaboration and partnerships with others by providing Internet access to the Non-Trust components and interfaces to other DOI systems to facilitate the exchange of data in support of the management of our Nation's resources.
. DLRM supports communication to reach out to others in the exchange of information relevant to the use authorizations of our Nation's resources.

DLRM supports the Secretary's key business principles which are customer value, accountability, modernization, and integration.
. DLRM supports customer value by providing a record of past and current title and use authorization actions for our Nation's resources, a foundation that enables management decisions that ensure effective use of the resources.
. DLRM supports accountability by collecting clear performance measures associated with use authorizations of our Nation's lands and resources.
. DLRM supports modernization by employing innovative resource enhancing strategies to facilitate the ongoing evolution of use authorization processes that rely on common, re-usable components in the management of our Nation's resources.
. DLRM supports integration thru the identification and consolidation of "repetitive" processes among DOI's use authorization systems to field enterprise solutions that achieve economies of scale and enhance customer service/confidence.

How does it support the strategic goals from the President's Management Agenda?

This investment supports various aspects of the President's Management Agenda. Specifically:

Expanded Electronic Government - In support of the automation of internal processes to reduce costs, the procurement of a singular product for replacement of multiple systems and standardization will facilitate a cost reduction in long-term operations and maintenance cost activities. This will also provide a centralized and structured source of data to best share information more quickly and conveniently between the federal and state, local, and tribal governments. The DLRM will maximize interoperability and minimize redundancy, as well as disseminate best practices across agencies to include lines of business that have not previously had an application to support their activities.

Budget and Performance Integration - In support of the budget and process integration activities, the product will contain a workflow component that will be configured to capture time elements throughout the process, and build a data model to establish metrics against the reengineering business processes. This will aid in assessing best productivity measures by region for analysis and prototyping, gaining maximum value from existing resources, human or otherwise. This, coupled with inherent cost data, will determine where activities may exist and where the costs for maintenance and protection will outweigh those of long-term leasing items.

From a project perspective, the project's customization cycle has been developed against established breakpoints to utilize an Earned Value Management System to ensure costs and schedule align with performance expectations.

Strategic Management of Human Capital - DLRM supports making government citizen-centered, by providing citizens with direct access to records Non-Trust use authorization transactions via the Internet. Citizens are no longer required to travel to DOI offices to obtain access to the information. Information is centralized in digital form and easily accessible for reporting and distribution, while consolidating system administration activities. To ensure that DOI records are as complete and accurate as possible, data management plans are being implemented across the agency, recording the case knowledge of retiring employees. DLRM is helping DOI improve overall customer service, performance and citizen satisfaction, while improving customer confidence in the information they receive.

DLRM will provide the audit capabilities for determining/balancing workload requirements and funding needs associated with use authorization programs across DOI.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

This initiative directly supports a number of DOI Bureaus and Offices including Bureau of Indian Affairs (BIA), Office of the Special Trustee for American Indians (OST), Bureau of Land Management (BLM), National Parks Service (NPS), U.S. Fish and Wildlife Service (FWS), Minerals Management Service (MMS) and the Bureau of Reclamation (BOR), all of which have common requirements for managing records associated with land resource use and management. DOI Bureaus and Offices depend upon information managed by the DLRM system, and it is expected that many of their applications will eventually be migrated to the DLRM platform. This then supports a core initiative standardization effort in terminology, architecture, data modeling and business processes that promotes best practices. This supports all eight bureaus of the DOI as well as the compacted and contracted Indian tribes that maintain their own land and resource management activities in an overarching goal to have an enterprise solution for land and resource management once network architecture efforts are finalized.

How will this investment reduce costs or improve efficiencies?

To maximize the resources available to resolve current constraints and minimize future department-wide land and natural resource use management systems interoperability and standardization issues, the DLRM program goal will be to maximize and economize on common core functionalities in the pursuit of COTS-based land and use management systems. Significant cost savings of over $10 million annually are anticipated and will result by cost containment from planned maintenance, support, licensing, hardware and development activities alone within the ten known separate systems supporting use authorization activities across the bureaus of the Department. Some un-quantifiable cost reductions would be realized based on reduced Certification and Accreditation activities in a consolidated environment, reduction of help desk and server maintenance staff due to consolidation activities, standardization of applications, and reduced requirements for redundant servers and supporting equipment. A reduced risk of system failure also has an un-quantifiable cost based on lost data and productivity due to systems being at the end of their life cycle.

The DLRM also saves un-quantifiable costs in eliminating funding for future customization activities and modernization efforts for existing systems. DLRM's integrated information base will support automated management reporting of all related information.

Efficiencies with quantifiable cost benefits are those related to performance-based management activities such as the identification of staffing productivity and prototyping and threshold information to establish "right sizing" staff counts by region. The long-term advantage in centralized processing and standardization is reuse of staff outside the regional boundaries as required by workload.

Efficiencies with un-quantifiable cost benefits are the use of common data standards and technologies, which will facilitate reuse and reporting available to management from a singular source in an effort to facilitate point-in-time management decisions that currently are not available.

The DLRM system will initially consolidate legacy Trust applications for land and natural resources use and management into an enterprise-wide system. These systems are currently in the process of being consolidated into a TAAMS Leasing component as a risk mitigation strategy against system failure. These applications include:

-Integrated Records Management System (IRMS)
-Royalty Distribution and Reporting System (RDRS)
- Real Estate Modules (REM)
- Management Accounting and Distribution (MAD)
- Great Lakes Agency Database System (GLADS)
- PC Lease
- OSAGE Oil and Gas
- Oil and gas production data interface (independent system accessed through individual PCs)

Upon successful testing and implementation of the DLRM, the consolidated TAAMS Leasing data will be ported into the DLRM application. Interfaces will be established for adjoining systems.

Application functional/cost/benefit analysis will be defined in detail for the following application for integration into the initial Trust installation:
-Trust Asset and Account Management System (TAAMS) Title.

Following a successful Trust deployment, the Rangeland Administration System (RAS) system functionality will be consolidated into the DLRM with a parallel effort to review and evaluate all existing use authorization functionality against the COTS product to determine duplicative functionality. A cost/benefit analysis will be developed on each product to determine the best benefit.

The core functionality on which the DLRM Trust use authorization application is built enables modernization and integration of land use management support systems across the entire Department. Through the COTS selection and procurement process, evaluations will be made to address potential COTS functionality and benefits related to ownership and title components.

List all other assets that interface with this asset.

At least 10 separate applications and 2 planned applications will interface with the DLRM system over time. The following applications will interface with the DLRM:

a. MRMSS
b. TFAS
c. IAMS
d. TAAMS Title
f. CBS
g. FFS/SDS
h. GDSC GIS database
i. Appraisal

j. Funds Receivable
k. NILS (Trust instance)

Interface functionality will be utilized for:

-Establishing and retrieving all data for Use Authorizations and management contracts
-Receiving and disbursing funds for Federal and Trust land.
-Identifying land available for use
-Obtaining the current value of land or making a request for appraisal and providing the status of an appraisal service request
-Providing an inventory of land owned, lease information, and encumbrances
-Providing customer/beneficiary and landowner information (including contact information)
-Graphically depicting land ownership and use information
-Accessing and utilizing information concerning bonds
-Accessing and utilizing information concerning mineral inspection, production, and use authorization

Costs have been estimated and included as part of the detailed cost estimate for this application. The assets to interface with this system will not require significant engineering but will require data exchange functionality.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	1.750
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	0
BY 2007 Total, All Stages Resources:	1.750
Life Cycle Total, All Stages Resources:	38.089

Interior Department Electronic Acquisition System (IDEAS)

DOI - Interior Department Electronic Acquisition System (IDEAS)

INVESTMENT OVERVIEW AND JUSTIFICATION

Investment Identification

Agency	Department of the Interior
Bureau	Department Wide
Budget Account Number	010-84-4523
Account Name	Working Capital Fund
Account number of any other budget accounts funding this investment:	See funding sources in Exhibit 53
Program Activity	DOI - Office of Acquisition and Property Management
Name of Investment	DOI - Interior Department Electronic Acquisition System (IDEAS)
Full UPI Code	010-00-01-07-01-0009-00-405-146

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.
IDEAS (alias IDEAS-PD) is a steady state acquisition system, implemented in FY 1997-1999 and serves all DOI bureaus and ten client agencies. IDEAS was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB).
How does this investment support your agency's mission and strategic goals and objectives?
IDEAS-PD supports the mission and goals of the Department of the Interior, as well as the President's Management Agenda in the area of Management - Strategy 3: Competitive Sourcing, Contracts / Grants Management. IDEAS-PD is the automated tool used for effective and efficient purchasing and contracting, which directly supports the missions of Interior's bureaus and offices, and the missions of the client agencies. Mission accomplishments are achieved, in part, through internal efficiencies: contracts, purchases and charge card purchases.
How does it support the strategic goals from the President's Management Agenda?
IDEAS-PD was the Department's core movement toward electronic (paperless) procurement as required by OMB Bulletin M-01-11, February 14, 2001 and M-01-15, March 9, 2001. It upgraded the quality and consistency of contractual processes and documents across Interior's component bureaus and client agencies. In keeping with the President's Management Agenda requirement to "Create easy-to-find single points of access to government services" and "single procurement portal (that) will simplify purchasing", IDEAS is fully compatible and interfaces with the government-wide integrated acquisition environment initiative FedBizOpps, the Central Contractor Registration (CCR) Database and fully integrates FPDS-NG. Interior actively supports both e-government programs with funding and personnel (active user group membership) to ensure IDEAS-PD is fully compatible at all times. In keeping with the President's Management Agenda requirement that federal projects " share information more quickly and conveniently between the federal and state, local and tribal governments", IDEAS provides rapid and efficient collection and dissemination of procurement award data to the Federal Procurement Data System - Next Generation (FPDS-NG), for further release with other agency data to the Congress, other federal agencies and interested state, tribal and local governments as well as private industry. In keeping with the President's Management Agenda requirement that federal projects "...automate internal processes to reduce costs internally by disseminating best practices across agencies", IDEAS provides procurement system automation support for twelve (12) other federal agencies, including smaller agencies such as the U.S. Secret Service, which lowers costs to those agencies and prevents "duplicative and redundant" expenditures. In keeping with the E-GOV scorecard requirements to "Reduce the burden on businesses [by] dramatically reducing redundant data collection; provide one-stop streamlined support for businesses, and enable digital communication with businesses", IDEAS fully supports the Central Contractor Registration (CCR) database initiative.
If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
Interior is the lead agency for the IDEAS PD system. Client agencies include: National Science Foundation, U.S. Secret Service, Kennedy Center for the Performing Arts, Corporation for National Service, Equal Employment Opportunity Commission, Federal Communication Commission, International Boundary & Water Commission, National Labor Relations Board, National Transportation Safety Board, Office of Personnel Management, Office of Justice Programs, and US Maritime Administration. These agencies and DOI Bureaus depend on IDEAS-PD for the procurement systems support to accomplish their

missions through contracts and purchases for support services, supplies and equipment.
How will this investment reduce costs or improve efficiencies?
IDEAS-PD is a steady state system that enables electronic processing of procurement transactions. The benefits of electronic versus paper-based transactions have been long established, but is further featured as a core part of the President's Management Initiatives, specifically the Integrated Acquisition Environment, which the IDEAS PD supports and enables.
List all other assets that interface with this asset.

FedBizOpps (FBO),
Central Contractor Registration (CCR)
Federal Procurement Data System - Next Generation (FPDS-NG),
Federal Financial System (FFS)
Fixed Assets Property System
ABACIS Financial System

The FBO and CCR are government-wide systems under the management of OMB, GSA and DOD. The FPDS-NG, under the management of OMB and GSA is a government-wide procurement data collection system implemented in FY 2004 . The FFS and the Fixed Assets Property System, along with IDEAS PD are being replaced by the DOI FBMS project.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	4.695
BY 2007 Total, All Stages Resources:	4.695
Life Cycle Total, All Stages Resources:	42.655

Capstone Facility Management System (FMS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Department Wide
Budget Account Number	010-00-9999
Account Name	Department Wide
Account number of any other budget accounts funding this investment:	See funding sources in Exhibit 53
Program Activity	DOI - Acquisition and Property Management
Name of Investment	DOI - Capstone Facility Management System (FMS)
Full UPI Code	010-00-01-07-01-0031-00-401-119

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

This investment has gone through the CPIC process, and was reviewed and selected for the 2007 portfolio by the DOI Investment Review Board (IRB) on June 28, 2005.

The project is to implement a common Facility Management System (FMS) based on a COTS product, across the land managing bureaus' that has the flexibility to meet the bureaus differing missions. A common facility management system within these bureaus will provide a method for the Department to collect and analyze comparable facility information from all bureaus. This project is a collaborative initiative involving multiple bureaus within the Department of the Interior. It includes the National Park Service (NPS), Bureau of Land Management (BLM), Fish and Wildlife Service (FWS), U. S. Geological Survey (USGS), Bureau of Reclamation (BOR), the National Business Center (NBC) and Bureau of Indian Affairs (BIA).

The Department of the Interior owns and operates over 34,000 buildings, 120,000 miles of roads, and a wide variety of other constructed assets. These facilities serve nearly 380 million visitors annually. They provide schooling for 53,000 Native American children and a place of work for 70,000 Interior full time employees (FTE), over 20,000 seasonal employees, and over 200,000 volunteers. The value of these assets is measured in billions of dollars. Many are considered priceless for their historical significance. As the steward of these assets, Interior is committed to improving the management of these existing facilities and making the capital investments in new facilities that are essential to its mission.

Numerous new business practices have been implemented across the bureaus that will enable the Bureaus and the Department to manage these assets in a uniform manner. Business practices include: establishment of the Five-Year Deferred Maintenance and Capital Improvement Plan, implementing a Condition Assessment program, establishing consistent metrics for measuring performance for facility management, implementing standard data elements for asset identification and work types, Department wide Preventive Maintenance Job Plan Library, and increased accountability for facility stewardship.

In 1999, the Departmental Chief Financial Officer identified Inadequate Department-wide Maintenance Management Capability; as a material weakness in four of the six facility managing Bureaus. A cornerstone in the strategy for improving the management of the Department's constructed assets is the development and deployment of a standardized facilities management system. This system is an important tool for improvement of the overall condition of the constructed assets, better allocation and utilization of the limited resources dedicated to maintaining those assets, and providing accurate and timely information to the Office of Management and Budget, the Congress, and the public.

Currently, each Bureau operates and develops their own instances of MAXIMO, but starting in 2004, the Department began the process to develop the blueprints for merging the various Bureaus MAXIMO instances to a single platform MAXIMO (SPM) solution and for developing a single interface into the new Financial Business and Management System (FBMS). This single platform interface with the Financial and Business Management System will provide the bureaus and Department with a method to collect and analyze comparable facility information in a fast and efficient way.

The transition to a single platform solution has left some portions of the project in the steady-state mode. Conversely, there will be significant enhancements to existing MAXIMO instances to implement a single solution.

The departmental bureaus have a significant investment in time and resources into their facilities maintenance systems. The Department will consolidate purchases of hard and software, licenses, configuration models and support to realize a single platform solution that enables Interior to have a seamless interface with the Financial and Business Management System (FBMS).

While the transitional period between bureau instances of MAXIMO and a single solution for the Department are continuing, the steady-state and single platform components of the project will be conducted concurrently. Maintenance of the existing projects and enhancements to transition to the single solution are outlined in this project.

How does this investment support your agency's mission and strategic goals and objectives?

The U.S. Department of the Interior mission is to protect and manage the Nation's natural resources and cultural heritage; provide scientific and other information about the resources; and honor its special responsibilities to American Indians, Alaska Natives and affiliated Island Communities. FMS supports this mission by providing facility management capability for the Nation's assets, including buildings, parks, wildlife refuges, facilities, recreation sites, roads, trails, dams, and bridges.

The Secretary's vision for effective Interior program management focuses on conservation, cooperation, consultation, and communication.
- FMS supports conservation of our Nation's assets by providing a record of past and current maintenance needs and activities for assets on public lands.
- FMS supports cooperation in terms of interaction, collaboration and partnerships with other Department of the Interior agencies using the same COTS application, through the DOI's Facility Management Systems Partnership (FMSP), which facilitates the exchange of data in support of facilities management of our Nation's assets.
- FMS supports communication to reach out to others in the exchange of information relevant to the facilities asset management of our Nation's facilities.

The key business principles guiding Interior's operations are customer value, accountability, modernization and integration.
- FMS supports customer value by providing a record of past and current asset maintenance history for our Nation's Buildings, Parks, Refuges, Roads, Trails, Bridges, and Dams that enable management decisions that ensure effective use of the facilities.
- FMS supports accountability by collecting clear performance measures associated with facilities maintenance.
- FMS supports modernization by employing innovative resource enhancing strategies to facilitate the ongoing evolution of the management of Buildings, Parks, Refuges, Roads, Bridges, Dams, Administration Sites, and Recreation Sites processes that rely on common, re-usable components in the management of our Nation's assets.
- FMS supports integration through the identification and consolidation of "repetitive" processes among FMS' component applications and other Bureau's and partner systems to achieve economies of scale and enhance customer service/confidence.

FMS supports the DOI IT Strategic Goals for Interior's Information Architecture by modeling the Departmental and bureau business enterprise and future technical direction. The Analysis phase provides the information to allow the FMS to be correlated, in more detail, to the lower levels of the architecture.

In 1999, the Departmental Chief Financial Officer identified "Inadequate Department-wide Maintenance Management Capability" as a material weakness in four of the six facility managing Bureaus. A cornerstone in the strategy for improving the management of the Department's constructed assets is the development and deployment of a standardized facilities management system. This system is an important tool for improvement of the overall condition of the constructed assets, better allocation and utilization of the limited resources dedicated to maintaining those assets, and providing accurate and timely information to the Office of Management and Budget, the Congress, and the public.

FMS supports the Department of the Interior Strategic Plan for FY 2003-2008 This project is a major supporting element of all five strategic goal areas; 1) Resource Protection, 2) Resource Use, 3) Recreation, 4) Serving Communities, and 5) Management. The improvement and maintenance of the facilities and infrastructure that support each of these goal areas is an integral part of the strategy of successful goal accomplishment. Each of the goal areas uses Facilities Condition Index (FCI) as a performance measure of success. The FMS is the tool that the Department and bureaus will be able to consistently and accurately evaluate and report FCI. Facility Management System (FMS) supports the Department of the Interior's mission The U.S. Department of the Interior mission is to protect and manage the Nation's natural resources and cultural heritage; provide scientific and other information about the resources; and honors its special responsibilities to American Indians, Alaska Natives and affiliated Island Communities. FMS supports this mission by providing records status and condition of the Nation's assets e.g., buildings, administration sites, recreation sites, roads, trails, dams, etc. FMS also tracks the assets maintenance history and conditions of the facilities. FMS supports the Secretary's vision The Secretary's vision for effective Interior program management focuses on conservation, cooperation, consultation and communication. FMS supports conservation of our Nation's assets by providing a record of past and current maintenance activities for assets on public lands. FMS supports cooperation in terms of interaction, collaboration and partnerships with other Department of the Interior agencies using the same COTS application, which facilitates the exchange of data in support of facilities management of our Nation's assets. FMS supports consultation with others to provide the most current information associated with the use of our Nation's facilities

by providing Internet access to the FMS Systems. FMS supports communication to reach out to others in the exchange of information relevant to the facilities asset management of our Nation's facilities. FMS supports the Secretary's key business principles Key business principles guiding Interior's operations are customer value, accountability, modernization and integration. FMS supports customer value by providing a record of past and current asset maintenance history for our Nation's Buildings, Roads, Bridges, Dams, Administration Sites, and Recreation Sites, a foundation that enables management decisions that ensure effective use of the facilities. FMS supports accountability by collecting clear performance measures associated with facilities maintenance, providing reportable units via interface with other information management systems. FMS supports modernization by employing innovative resource enhancing strategies to facilitate the ongoing evolution of the management of Buildings, Roads, Bridges, Dams, Administration Sites, and Recreation Sites processes that rely on common, re-usable components in the management of our Nation's assets. FMS supports integration thru the identification and consolidation of "repetitive" processes among FMS's component applications and other bureau's and partner systems to achieve economies of scale and enhance customer service/confidence. FMS supports the DOI IT Strategic Goals: Interior's Information Architecture - modeling the Departmental and bureau business enterprise and future technical direction. FMS has been correlated with the Bureau Architecture at a high level. The Analysis phase provides the information to allow the FMS to be correlated, in more detail, to the lower levels of the Architecture.

How does it support the strategic goals from the President's Management Agenda?

The President's Management Initiatives are:
1) Strategic Management of Human Capital
2) Competitive Sourcing
3) Improved Financial Performance
4) Expanded e-Government
5) Budget and Performance Integration

The FMS project supports the following President's Management Initiatives:
- Improved Financial Performance
- Expanded e-Government
- Budget and Performance Integration

The implementation of this common facilities management system will result in Improved Financial Performance by substantially improving the Department's and the bureaus' ability to account for the expenditure of facilities maintenance funds. This will not only help to assure the funds appropriated to the bureaus are used in the most effective manner, it will provide a means to identify those areas of the maintenance programs where there are funding shortfalls that result in increases to the deferred maintenance.

The initiative supports Expanded Electronic Government by using electronic technology in the improvement of the Departments operational efficiency and improving the relationship with the public by providing better and safer facilities. It supports the principles of customer value, accountability and stewardship through an electronic web-based application.

The facilities management system and the standardization of business process associated with it will result in Budget and Performance Integration through an increased ability to monitor performance and performance improvements in the bureaus facilities program. One example of this is the use of the Facilities Condition Index (FCI) to determine improvements in facilities condition. This system will be the vehicle for housing the data and performing the computations necessary to have standard and reliable FCI information across the Department.

The implementation of this system will provide an important tool in the accomplishment of the President's major initiative of significantly improving the condition of DOI facilities and reducing the deferred maintenance backlog.

This project is a collaborative initiative involving multiple bureaus within the Department of the Interior and other Federal Departments. It includes the National Park Service, Bureau of Land Management, Fish and Wildlife Service, U. S. Geological Survey, Bureau of Reclamation, Office of Aircraft Safety, National Business Center and Bureau of Indian Affairs. In the implementation of this Facilities Management System and the re-engineered business practices associated with it, the Department and bureaus are working closely with other federal agencies such as, Indian Health Service, U. S. Forest Service, Veterans Affairs and General Service Administration for information sharing and possible partnering.

The expected results of this new focus include expanded asset portfolio tracking and analysis capabilities, comprehensive asset management strategies, increased sales of under performing assets and reduced maintenance and operating costs. For instance, the National Park Service is examining its management of the entire life cycle of all its assets. Its goals for FY 2003 included: Developing a facility inventory of National Park Service maintained holdings; Performing assessments to determine the condition assets are in and the costs to maintain, replace, or repair them; and establishing a baseline facility condition index (FCI) for all assets, which provides an overall rating for the condition of assets. The Service is employing MAXIMO as facility management system; a comprehensive asset management tool to process the asset data the Service is collecting. If it meets these goals, the National Park Service will have information it has never had before which it can use to improve dramatically its asset management practices. The implementation of this system will also provide a most important tool in the accomplishment of the President's major initiative of significantly improving the condition of DOI facilities and reducing the deferred maintenance backlog.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
This is a Departmental lead initiative that affects the National Park Service, Fish and Wildlife Service, Bureau of Land Management, Bureau of Indian Affairs, Geological Survey, and Bureau of Reclamation. In the implementation of this Facilities Management System and the re-engineered business practices associated with it, the Department and bureaus are in the information sharing process with other federal agencies such as, Indian Health Service, U. S. Forest Service, Veterans Affairs and General Service Administration. The project also has possible implications to OMB E-GOV Initiatives such as Recreation One-Stop, Geospatial Information One-Stop, E-Payroll HR Integration, Integrated Acquisition Environment and Electronic Records Management.
How will this investment reduce costs or improve efficiencies?
Department wide, MAXIMO will be used as part of an overall facility operations and maintenance improvement plan. At the bureau level, the implementation of this common system will result in improved facilities equipment/systems maintenance. This improvement will be evident in increased equipment life, fewer breakdowns and shorter time to completion of repairs. With the Department and the bureaus collecting, analyzing, and using data more completely, potential problems can be rapidly identified, solutions defined, projects implemented and personnel deployed to expediently and effectively resolve issues. A readily accessible centralized database will encourage the sharing of "Best Practices" and permit facilities to more easily duplicate successful strategies. Cost data and maintenance history of physical assets will be maintained in MAXIMO. This data will be reviewed to determine repeat failures, cost trends, reliability and maintainability, allowing an improvement in the current strategies for equipment and system selection, operation, maintenance and replacement. Management effectiveness will increase due to better planning, organization and the enhanced integration of facility needs into bureaus' facility programs strategic planning and budgeting. This will insure that facilities meet Department and bureau mission requirements and that facility operation and maintenance is funded reasonably and adequately.

FMS will add value to administrative operating personnel by improving internal efficiency and effectiveness through streamlining processes, improving efficiency and reducing reconciliation efforts between critical systems to allow for more analytical activities. Operational staff or administrative employees who process the many transactions required to conduct the business of the Department will constantly use FMS. From laborers maintaining DOI facilities to departmental personnel responsible for reporting to the Congress, OMB, GSA and other agencies, the FMS will offer significant benefit, making transactions simpler, one-time data entry, and providing a single interface with the Departmental system of record, FBMS.

By extending the life cycle of the investment, Interior will be able to increase the return on investment of the asset. This business line will parallel the business case of the Financial and Business Management System (FBMS) and provide a single interface between the two systems. At the conclusion of the business life of these two assets, the end of FY 2019, one core system will emerge as the Departmental standard. All bureaus will have a single platform solution for a single interface with FBMS. |
| List all other assets that interface with this asset. |
| Financial and Business Management System, Geographic Data, Various Bureau Developed Web Applications |

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	1.261
BY 2007 Acquisition Resources:	2.010
BY 2007 Maintenance Resources:	8.048
BY 2007 Total, All Stages Resources:	11.319
Life Cycle Total, All Stages Resources:	156.824

Incident Management, Analysis, and Reporting System (IMARS)

DOI - Incident Management, Analysis, and Reporting System (IMARS)	

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Department Wide
Budget Account Number	010-00-9999
Account Name	Department Wide
Account number of any other budget accounts funding this investment:	See funding sources in Exhibit 53
Program Activity	Incident Management
Name of Investment	DOI - Incident Management, Analysis, and Reporting System (IMARS)
Full UPI Code	010-00-01-05-01-0018-00-115-046
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	

The Incident Management Analysis and Reporting System (IMARS) is being created to provide a Department-wide information collection, analysis, and reporting system for incident information. An incident management system is needed to support Department of the Interior (DOI) Strategic Goals and the President's Management Agenda, and has been mandated by Public Law 100-690. IMARS will provide a common capability across all participating functional areas for capturing and reporting law enforcement, emergency management, and security incident information.

An INCIDENT is defined in IMARS as: *An individual occurrence or event that results in the recording of information.*

The Department's Office of Law Enforcement and Security is coordinating the project and is one of the primary sponsors. The National Park Service (NPS) is the lead Bureau on this project. The other participating Bureaus are the Bureau of Reclamation (BOR), the Fish and Wildlife Service (FWS), the Bureau of Indian Affairs (BIA), and the Bureau of Land Management (BLM).

Currently, the Department is unable to provide the full range of data and information on incidents when asked, and lacks meaningful information to report on a number of Government Performance and Results Act (GPRA) goals. This lack of information has been identified as a "material weakness." In the absence of an effective Department-wide automated system, many Bureaus have elected to develop their own methods of data collection and management. Most of these systems are not integrated beyond the Bureau boundaries. These stove-piped Bureau systems significantly reduce the ability of the Department and the Bureaus to meet their government-wide reporting requirements.

The breadth and depth of the Department's law enforcement responsibilities is commonly unknown, and often overlooked:

- The Department currently has 4,300 commissioned officers, and 1,300 tribal and contracted law enforcement personnel in BIA.
- This represents the third largest law enforcement agency in the federal government.
- Over 2,000,000 incidents occur annually in the Department's bureaus.
- The rate of deployment is 1 commissioned officer for every 110,000 visitors and 118,000 acres of land

Other conditions that currently exist in the Department, that have created the need for IMARS, include:

- DOI Strategic Plan for FY 2003-2008 recommends a Department-wide centralized incident management system
- Several reports, including the IACP report on NPS' law enforcement, identified our inability to collect good data as a major weakness
- Needs assessment performed by third party vendor strongly supports the need for a single incident management system

IMARS is intended to correct the above scenario, and will allow Department and Bureau personnel to create reports in various formats, sort data, conduct data analysis and interface with other systems, both internal and external to the Department. For example, one of the primary external interfaces will be with the National

Incident-Based Reporting System (NIBRS), the FBI's reporting system.

Overall, IMARS will give the Department an enhanced ability to:

- Prevent, detect and investigate known and suspected criminal activity.
- Protect natural and cultural resources.
- Capture, integrate and share law enforcement and related information and observations from other sources.
- Identify needs (training, resources, etc.).
- Measure performance of law enforcement programs and management of emergency incident.
- Meet reporting requirements (including, DOI Level 1 and Level 2 Significant Incidents, DHS and NIBRS interfaces, etc.)
- Analyze and prioritize protection efforts.
- Justify requests and expenditures.
- Assist in managing visitor use and protection programs.
- Training (including, incorporating into FLETC programs)
- Investigate, detain and apprehend those committing crimes on DOI lands.
- Investigate and prevent visitor accident injuries on DOI lands
- Provide information to the Department and Bureaus related to Activity Based Costing

IMARS will be maintained under the authority of 5 U.S.C. 301, Departmental Regulations; Public Law 100-690, Uniform Federal Crime Reporting Act; Departmental Manual 446, Law Enforcement, Chapter 15, Records System. There are an additional 50+ legal requirements and drivers for incident reporting.

Funding for IMARS will be used to procure contract services, hardware, software (licenses and yearly maintenance), training, travel, FTE, operations support, etc., in order to implement, manage, and maintain the system.

The system shall be implemented throughout the continental US (including Alaska and Hawaii) and territories (including Guam). All 388 NPS sites shall use the system when it is fully operational. The system shall manage incident information generated relative to NPS's 13,351 buildings, 4,389 housing units, 8,000 miles of roads, 13,013 trails, and 1,804 bridges/tunnels, visited by 287 million people annually. The system shall manage incident information generated relative to NWRS's 540 units spanning 95 million acres and visited by 39 million people annually. The system shall manage incident information generated relative to the 60 million visitors annually to over 262 million acres of BLM managed lands. The system shall manage incident information generated relative to the other Bureaus facilities that include: prisons, roads, campgrounds, buildings, historic structures, natural resource plant populations, lakes, rivers, dams, deserts, mountains, archeological sites, etc.

This investment has gone through the CPIC process, and was reviewed and selected for the 2007 portfolio by the DOI Investment Review Board (IRB) in June 2005.

How does this investment support your agency's mission and strategic goals and objectives?

IMARS supports several DOI Strategic Goals and objectives. Including:

- Public Safety
- Protecting the Nation's natural, cultural and heritage resources
- Safeguarding lives, property and assets, advance scientific knowledge,
and improve the quality of life for communities we serve
- Supports Homeland Security and meets security implementation directives to the Department outlined in "The National Strategy for the Physical Protection of Critical Infrastructures and Key Assets"
- Supports Resource Protection
- Supports Serving Communities

IMARS further supports the agency's mission by meeting the following DOI Needs and Benefits by Program Area:

Program Area: Law Enforcement

Need: Enhance criminal investigation and information sharing, provide National Incident-Based Reporting System (NIBRS) reporting, track LE personnel, commission files, background investigations and mandatory training, implement Computer Aided Dispatch System (CAD), enhance correctional facilities, incident tracking and integrate judiciary results with the law enforcement process.

Benefit: Enhance officer safety, meet national reporting requirements, and increase opportunities for case resolution and prevention of crimes against resources and persons. Ensures the integrity of the judiciary system by tracking incidents. CAD system allows emergency operations and communications to be augmented by an automated system that will interface with the E911 system providing automated routing of emergency calls to public safety answering points.

Program Area: Emergency Management

Need: Emergency response to critical infrastructure and incidents.

Benefit: Allows DOI to respond appropriately based on severity of the incident with the necessary response.

Program Area: Security

Need: Tracking key assets and critical infrastructure per the Presidents plan, homeland security, catastrophic defense, and border and transportation security. Intelligence with federal law enforcement agencies including the Department of Homeland Security.

Benefit: Allows DOI to mitigate potential threats and protects assets and enhance the ability for efficient resource allocation.

The Department of the Interior has numerous requirements for reporting incident information, as indicated above. These reporting requirements would be satisfied either via hard-copy or encrypted secured electronic transmission.

How does it support the strategic goals from the President's Management Agenda?

This investment supports 3 of the President's Management Agenda (PMA) strategic goals. IMARS is a Department-wide initiative linked closely to both the Department's Strategic Goals and the PMA. All components of the IMARS may be used to support cross-servicing of other Federal agencies, e.g., reporting requirements to other Federal agencies. Therefore, IMARS fits well with the President's emphasis on ensuring that all agencies are able to take advantage of the systems developed for individual agencies. The IMARS strategy was developed to support the following PMA Initiatives.

1) Competitive Sourcing:

-To achieve efficient and effective competition between public and private sources, DOI is committed to simplifying and improving the procedures for evaluating public and private sources, and provide attention to the promotion of competition.

- By selecting a COTS product, and planning for procurement through Competitive Commercial Sourcing, IMARS improves and expands competition.

- The IMARS support structure assigns those functions that are inherently governmental, such as policy and planning, to in-house federal personnel and identifies and outsources those functions that are not central to the DOI mission.

2) Expanding E-Government:

- IMARS will allow for the sharing of information more quickly and conveniently between the federal and state, local, and tribal governments.

- IMARS will automate internal processes to reduce costs internally, within the federal government, by disseminating best practices across agencies.

- IMARS creates a single enterprise service that eliminates unnecessary duplication, achieves economy of scale, reduces support resource requirements and optimizes training resources.

- IMARS creates a comprehensive enterprise-wide electronic infrastructure allowing the DOI to more transparently and universally communicate, collaborate, access services, share resources, and access common applications across the entire department. The result is improved management and organizational efficiencies of the department, and ultimately better service to the public.

3) Budget and Performance Integration

- IMARS consolidates multiple IT initiatives into one comprehensive infrastructure strategy, for incidents and the management of those functions.

- IMARS meets legislative Reporting requirements, satisfies GPRA & ARPA

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

The initiative is not a multi-agency initiative (i.e., it is DOI only). It is, however, a multi-bureau initiative and all components of the IMARS may be used to support cross-servicing of other Federal agencies, e.g., reporting requirements to other Federal agencies.

The following will be participating in this system:

Office of the Secretary - Office of Law Enforcement and Security

Bureaus:

National Park Service (Lead)
Bureau of Reclamation
Fish and Wildlife Service
Bureau of Indian Affairs
Bureau of Land Management

How will this investment reduce costs or improve efficiencies?
Costs will be reduced and efficiency improved by the replacement and integration of various localized law enforcement efforts, occurring throughout the DOI, into a centralized and common system. A common law enforcement system will become the DOI reference architecture. A commercial product will be sought that satisfies the law enforcement program. This cost-effective system approach will immediately provide DOI law enforcement with a capable product and ensure we select a technologically expandable product. The evolution will consist of a series of implementation prototypes with documented customization and usage. As a common standard emerges, experienced personnel will experience the same look and feel of the system across multiple installations. Training efforts on a common system will be reduced, while system mastery will promote specialized and complicated accomplishments across the DOI law enforcement workforce.

List all other assets that interface with this asset.
No single existing DOI incident report assets meet the legislative reporting requirements of the Department of the Interior. Efforts will be made to bring any relevant data from existing systems into the new system. For example, USFWS Law Enforcement Management Information System (LEMIS) serves to protect federally protected species. IMARS would accommodate the requirements of LEMIS, and expand to additional Department requirements in law enforcement as needed.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0.072
BY 2007 Acquisition Resources:	1.660
BY 2007 Maintenance Resources:	3.845
BY 2007 Total, All Stages Resources:	5.577
Life Cycle Total, All Stages Resources:	66.473

LANDFIRE

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Department Wide
Budget Account Number	010-04-1125
Account Name	Wildland Fire Management
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Office of Wildland Fire Coordination
Name of Investment	DOI - LANDFIRE
Full UPI Code	010-00-01-02-01-0019-00-117-057

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

LANDFIRE, initiated in 2004, will develop and compile geospatial data about vegetation, fire, fuel, and ecosystem characteristics across the lower 48 United States, Hawaii and Alaska. LANDFIRE is not a classic IT System development effort, it is a geospatial data layer generation effort.

This LANDFIRE project was preceded by the LANDFIRE Prototype research project (2002-2003) that validated the scientific basis and provided the planning necessary to implement LANDFIRE nationally. The previous prototype project was funded separately from this nationwide LANDFIRE project. Therefore, there were no planning funds identified/required by this project. Likewise, future operations and maintenance activities, associated with LANDFIRE, are anticipated to be funded through a separate future project. Therefore, there were no Maintenance funds identified/required by this project.

The LANDFIRE project will deliver, via online data distribution capabilities of the USGS and specifically "The National Map", a comprehensive set of geospatial data layers that will support fire program analysis and provide managers the data to input into tools and models for planning of fire management activities at national, regional, and local scales. "The National Map" project will inherently provide a critical security umbrella for LANDFIRE in regard to data/product distribution, at no cost to the LANDFIRE project. Therefore, the percent of LANDFIRE's budget committed to security is relatively minor.

The LANDFIRE project is targeted to provide federal land agencies the spatial data required to support implementation of the National Fire Plan and the Healthy Forests Initiative.

The GAO has reported that (wildland fire) agencies lack a comprehensive and consistent system for national prioritization of hazardous fuels treatments (e.g. GAO-02-259, page 22).

LANDFIRE will produce consistent, complete data on fuels, vegetation and fire regimes that can be modeled with tools such as ArcGIS, FARSITE, and FlamMap to prioritize, evaluate, plan, complete, and monitor fuel treatment and ecosystem status.

LANDFIRE is an interagency project involving the USDA FS and DOI Geological Survey, Bureau of Land Management, National Park Service, Bureau of Indian Affairs, and Fish and Wildlife Service. The Principle Investigators are located at the USDA FS Rocky Mountain Research Station Fire Science Laboratory and DOI US Geological Survey EROS Data Center.

CPIC Status: LANDFIRE is in the Control/Full Acquisition phase of the CPIC process. The DOI Geological Survey is considered the Managing Partner of the LANDFIRE project while the USDA Forest Service is the lead agency, providing the Project Manager and 60% of the project funding. This investment has gone through the CPIC process, and was reviewed and selected for the 2007 portfolio by the DOI Investment Review Board (IRB).

How does this investment support your agency's mission and strategic goals and objectives?

LANDFIRE data will support the following DOI and USDA Forest Service Strategic Goals, as reflected in the Performance Measures for the 10-Year Comprehensive Strategy Implementation Plan for Wildland Fire Management:

Serving Communities (DOI)/Ecosystem Health (USDA FS): Hazardous fuels are treated, using appropriate tools,

to reduce the risk of unplanned and unwanted wildland fire to communities and to the environment. LANDFIRE will contribute by mapping fire regime condition classes and hazardous fuel areas to help determine the number of acres that need to be treated and the priorities for treatment in a) the wildland urban interface (WUI) or in b) condition classes 2 or 3 in fire regimes 1-3 outside the WUI. Note, LANDFIRE does not include mapping of the wildland/urban interface.

Serving Communities (DOI)/Effective Public Services (USDA FS): Loss of life is eliminated and firefighter's injuries and damage to communities and the environment from severe, unplanned and unwanted wildland fire are reduced. LANDFIRE will contribute by providing agencies with data that can be used to identify protection priorities and analyze the number, type and location of initial attack suppression resources required to support cost-effective preparedness organizations.

Resource Protection (DOI)/Ecosystem Health (USDA FS): Fire-adapted ecosystems are restored, rehabilitated and maintained using appropriate tools, in a manner that will provide sustainable environmental, social, and economic benefits. LANDFIRE will contribute by providing data on the number of acres in each fire regime condition class 1-3. Managers will incorporate these data in an improved planning analysis to design and implement cost effective programs for wildland fire use and prescribed fire. LANDFIRE data and maps will be used to determine how well agencies achieved performance targets for ecosystem restoration as defined by moving acres into better condition classes.

How does it support the strategic goals from the President's Management Agenda?

LANDFIRE supports three specific strategic goals from the President's Management Agenda including:

Competitive Sourcing:
The PMA Competitive Sourcing initiative "To achieve efficient and effective competition between public and private sources..." is supported by LANDFIRE. LANDFIRE is outsourcing approximately 33% ($13M) of total project funding to the private and educational sectors to achieve efficient and timely results demanded by project customers. Field data collection, digital data processing and analysis, and other project activities rely heavily on the skills and expertise available in the private and educational sectors.

Expanded Electronic Government:
The PMA Expanded Electronic Government initiatives to "Share information more quickly and conveniently between the federal and state, local, and tribal governments.", and to "Automate internal processes to reduce costs internally..." are supported by LANDFIRE. LANDFIRE is creating digital data and layers of geospatial information that are critical inputs to planned government information systems that are envisioned to reduce cost and enhance efficiency related to managing the nation's forests and firefighting resources. For example, the Fire Program Analysis (FPA) System, currently under development, will provide fire managers with a common inter agency process to evaluate the effectiveness of alternative fire management strategies through time, to meet land management goals and objectives. Geospatial data layers, delivered by the LANDFIRE project, are critical inputs to the FPA system.

Budget and Performance Integration:
The PMA, under the Budget and Performance Integration initiative, states "Managers do not have timely and complete information with which to monitor and improve their results. Information is collected and filed away for use "somewhere else." LANDFIRE is strategically focused upon providing the nation's land managers with readily available and timely fire fuels and other natural resource information that will substantially improve their ability to assess ongoing management strategies, recognize current results, and make adjustments to improve future results and efficiencies.

Additionally, LANDFIRE will directly address issues raised by the President's Management Agenda (PMA) and the Congressional General Accounting Office (GAO). Specifically, the PMA cites that "Managers do not have timely and complete information with which to monitor and improve their results. Information is collected and filed away for use "somewhere else." Whereas the GAO states, "Currently, fire data are not yet available to make informed decisions and to measure progress." LANDFIRE will provide managers with a national dataset that is scalable and can be used effectively in assessing and managing both forested and rangeland ecosystems. Development of LANDFIRE deliverables will facilitate the Government's accountability for National Fire Plan (NFP) activities planned and accomplished and for the funding of those activities.

With access to multi-scale data and computer models developed by LANDFIRE, land managers will have the right information to plan and allocate resources for firefighting, plan and prioritize hazardous fuel reductions, and make other informed ecologically based land management decisions. This is consistent with the PMA objectives of enhanced, science-based financial and programmatic performance and accountability.

This is a cross-agency and cross-department investment. The fire agencies are pursuing a common and highly integrated strategy for prototyping and potentially implementing (under future projects) a capability to generate, share and use regional-scale data including fire fuels, risks, and ecosystem status. Data and associated methodologies developed under this effort will assist agencies work cooperatively towards meeting Congressionally mandated requirements associated with the NFP.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
LANDFIRE is a multi-agency initiative that includes the U.S. Department of Interior (DOI) and U.S. Department of Agriculture Forest Service (FS). The wildland fire management bureaus in DOI are the Bureau of Indian Affairs (BIA), Bureau of Land Management (BLM), National Park Service (NPS), and Fish and Wildlife Service (FWS). These four bureaus, along with the Forest Service, constitute the five federal wildland fire management divisions. It also includes the US Geological Survey in assisting in fire related monitoring and research. These bureaus are committed to shaping and maintaining healthy ecosystems through burned area rehabilitation, hazardous fuels reduction, community assistance, monitoring, and research, as well as fire management activities of preparedness, suppression, and fire use.

How will this investment reduce costs or improve efficiencies?
LANDFIRE will result in the generation of consistent layers of vegetation, fire, and fuels information that will be available to all land managers in the conterminous US, Hawaii, and Alaska. This will eliminate the need for multiple efforts of a similar nature being conducted at regional scales with the potential for duplication of effort, inconsistent methodology, incomparable results, etc. As a result of this project, participating federal agencies will possess nationwide vegetation, fire, and fuels information that has been created using a tested consistent, and science based methodology for generating this type of data.

List all other assets that interface with this asset.
LANDFIRE will use and/or exchange a variety of existing geospatial, statistical, and other data sets as well as a number of computer programs, models, etc. in meeting project goals. However, there are no "system" specific interfaces being developed or reengineered as a result of the project. Some of the LANDFIRE deliverables will be utilized by the Fire Program Analysis (FPA) System (in development) and will provide fire managers with a common interagency process to evaluate the effectiveness of alternative fire management budgets and strategies through time, to meet land management goals and objectives. Geospatial data layers, delivered by the LANDFIRE project, will be critical inputs to the FPA system. The Fire Effects Assessment Tool (FEAT) is an application reengineering project in the National Park Service's wildland fire management program. FEAT will provide some level of plot-level vegetation information that will be used to derive and validate LANDFIRE data layers. LANDFIRE deliverables will be compatible with and used as inputs to FARSITE, a widely used fire behavior modeling program.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	5.431
BY 2007 Maintenance Resources:	0
BY 2007 Total, All Stages Resources:	5.431
Life Cycle Total, All Stages Resources:	39.779

Electronic FOIA Tracking System (EFTS)

DOI - Electronic FOIA Tracking System (EFTS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Department Wide
Budget Account Number	010-84-4523
Account Name	Departmental Management Working Capital Fund
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Electronic FOIA Tracking System
Name of Investment	DOI - Electronic FOIA Tracking System (EFTS)
Full UPI Code	010-00-01-07-01-0020-00-404-142

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

The Electronic FOIA Tracking System (EFTS) was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on June 22, 2005.

Background: The President's Management Agenda requires Federal agencies to improve financial performance and expand electronic government. Over a 7 year period, the Department of the Interior (DOI) will invest approximately $4 million dollars in the Electronic FOIA Tracking System (EFTS) to work towards accomplishing these goals. The system will streamline the FOIA process throughout the department; ensure faster, more reliable tracking of FOIA requests; consistency in responses; reduction in processing time; and provide an overall more citizen-centered program. This system is being designed in three modules. The first module was designed to allow Bureaus and Offices Department-wide to track, control, and manage their FOIA requests.

Description: All Federal agencies are required to respond to requests for information within specific timeframes under the Freedom of Information Act (FOIA). This is an inherently governmental activity. FOIA is citizen driven by citizen interest and it is difficult to quantitatively measure actions related to FOIA and associated costs from year to year. The number of requests, appeals, and lawsuits the Department receives is unpredictable as it is based on current political, environmental, and economic concerns. When all modules are incorporated into the system, the Electronic Freedom of Information Act (FOIA) Tracking System (EFTS) will empower citizens to make FOIA requests and access documents released to the public through a common web site/portal. Reducing the burden to the citizen and making the interaction with their Government more user friendly and citizen centered is a goal that directly supports the President's Management Agenda. Use of the EFTS allows for receiving and assigning FOIA requests through response, concurrence, review, signature, dispatch, and records disposition which streamlines the FOIA process. This initiative has automated manual processes as well as integrated activities at multiple DOI sites previously operating independently without benefit of electronic centralization. Again, the EFTS supports the PMA goals.

In accordance with the President's government-wide initiatives to improve financial performance and expand electronic government, the EFTS complies with expanded electronic government by providing for the sharing of information between the various bureaus and offices within the Department of Interior; providing a centralized internal automation system to process FOIA/Privacy Act (PA) requests, appeals and litigation, thus reducing overall Departmental costs for this program; reducing the burden on citizens with regard to submitting FOIA requests, and creating a single point of access for FOIA personnel to track FOIA/PA requests from receipt to completion. The EFTS, a web-based system, is the first centralized system to manage FOIA requests electronically Department-wide. The EFTS also provides valuable information to DOI FOIA Coordinators, identifies duplicate requests, ensures consistency in responses, reduces the time in processing requests, and facilitates reporting and reviews.

The EFTS also streamlines the use of human capital by reducing the time required to prepare statutory reports which supports the PMA of Strategic Management of Human Capital. Use of this system allows FOIA personnel to track billing costs and ensure Government expenditures for the program are accounted for and recouped consistent with the law, improving the financial performance of the FOIA program through increased accountability in direct support of the PMA of Improved Financial Management. In the first release of this system, FOIA Officers and Coordinators are able to verify request information and track responses throughout the Department.

Following implementation of the system on October 2, 2002, all bureaus/offices with Internet access are using the EFTS to manage and track their FOIA requests. The EFTS continues to be a high priority by the DOI CIO and the Assistant Secretary. The FOIA program has continually evolved to become more budget and performance oriented, which supports the PMA of Budget and Performance Integration. The additional modules and enhancements to the EFTS will provide a more fluid use of the system and achieve a more results-oriented process in keeping with the President's initiatives. The design of the system allows for additional modules/enhancements that will be user friendly both to the Department FOIA personnel and the public. Future modules include Electronic Document Management (EDM) and Appeals and Litigation. They will integrate public accessibility with the FOIA program through electronic means and further comply with the President's initiatives regarding Expanded Electronic Government. Ultimately, the customer is the beneficiary of this investment.

Status: To date, all Bureaus and Offices within the Department that have Internet access are using the system. The Office of the Chief Information Officer (OCIO) is in the next phase of the planned design and build strategy for the EFTS enhancements. The multiple fee schedule, acknowledgment letter, and security enhancements have been implemented and the security plan and risk assessment updates have been completed. The EFTS was certified on September 29, and accredited on September 30, 2004. The project has established an integrated project team consisting of Bureau FOIA Officers, representatives from the IT area, including records, privacy, and security, and a contracting officer and business analyst to support the project. The project manager continues to hold regular meetings with DOI's Bureau/Office FOIA Officers (the users of the system) to discuss EFTS issues. The investment has gone through DOI's CPIC process and was initially approved in July 2003. The investment was approved by the Investment Review Board on June 22, 2005. This initiative has brought the multiple bureaus within the agency together and provided an avenue for increased cooperation in policy decisions. Additionally, this investment enhances DOI's ability to remain a leader in the FOIA arena by providing other Federal agencies with an alternatives approach to a solution-based outcome with limited funding. Failure to obtain the requested funding, will negate the proposed benefits to DOI's mission and citizens and could further increase the costs of the program overall.

The EFTS is ranked as a mixed-life cycle overall, however in FY 05 it is in a steady state. Therefore, an operational analysis will be conducted for the FY 05 time frame. As part of the operational analysis, reviews will be conducted on other COTS products used by Federal agencies; a user survey and user focus groups will be used to determine customer satisfaction and areas for future enhancements. In FY 06 through FY 08, the system will be in a mixed-life cycle due to the planned enhancements; it is anticipated that EVM will be applied when the system is in DME.

How does this investment support your agency's mission and strategic goals and objectives?

This project supports DOI's mission to protect the environment and preserve our nation's natural and cultural resources. The EFTS will improve and simplify public information access concerning the resources under DOI's purview while ensuring that information concerning these resources is properly protected under the law. Specifically, this project:

- supports the DOI strategic management excellence goals of Integration and Customer Value;
- supports DOI's management strategies by fostering citizen-centered E-GOV;
- supports performance process improvement;
- provides a more streamlined FOIA process throughout DOI while improving the efficiency of the FOIA program; and
- provides a higher quality of government to business and citizen service.

The agency's mission and goal to provide a more customer focused service while standardizing and sharing data within the Department will be met before the established long-term goal. This system will:

- allow the DOI FOIA program to meet this goal almost immediately following Department wide implementation of the system (see I.A);
- comply with expanded electronic government by providing for the sharing of information between the various bureaus and offices within the Department of Interior;
- provide a centralized internal automation system to process FOIA/Privacy Act (PA) requests, appeals and litigation;
- reduce overall Departmental costs for this program;
- reduce the burden on citizens with regard to submitting FOIA requests; and
- create a single point of access for FOIA personnel to track FOIA/PA requests from receipt to completion.

The EFTS, a web-based system, is the first centralized system to manage FOIA requests electronically Department-wide. Prior to implementation of the EFTS, FOIA requests were managed manually, or through limited stove-piped systems at bureau or field locations, that were not integrated. The EFTS:

- provides valuable information to DOI FOIA Coordinators;
- identifies duplicate requests;
- ensures consistency in responses;
- reduces the time in processing requests;
- facilitates reporting and reviews;
- improves service to the citizen community by simplifying and improving consistency of responses;

- streamlines the use of human capital by reducing the time required to prepare statutory reports;
- improves the quality and efficiency of the overall FOIA process;
- provides for a more streamlined process throughout the Department;
- complies with the Presidential objectives for public accessibility of government;
- allows FOIA personnel to track billing costs and ensure Government expenditures for the program are accounted for and recouped consistent with the law; and
- improves the financial performance of the FOIA program through increased accountability.

How does it support the strategic goals from the President's Management Agenda?

The project supports the strategic goals of the President's Management Agenda in Expanded Electronic Government, Budget and Performance Integration, Improved Financial Management and Strategic Management of Human Capital. The multiple stove-piped systems maintained by the bureaus have been replaced with a single centralized Department wide system consistent with the Department's EA guidance. The EFTS features:

- allow bureaus to share processes and systems for purposes of implementing the FOIA;
- eliminate redundancy and/or inefficiency;
- provide a more fluid level of compatibility for use within the Department;
- allow for the exchange of information with other Government agencies;
- support and further the PMA of Expanded Electronic Government;
- provide the capability to collaborate with other agencies regarding FOIA requests, appeals, litigation, and interpretations of the law, thus assisting in a more standard approach in the program area;
- allow for faster, more efficient communication between the government and private citizens;
- enhance the public's participation in the FOIA process furthering DOI compliance with E-GOV;
- improve DOI's financial performance and expands electronic government
- provide progressively positive long-term results; and
- provide a standard reporting mechanism for government accountability.

DOI is in the process of talking to other agencies to see if we can leverage our work to benefit citizens and the Government. DOI will be presenting demos of the EFTS to interested agencies and will continue to research and review what other agencies are doing in an effort to provide more collaborative services with those agencies which will ultimately benefit the public. As the additional modules are implemented, the department will collaborate and partner with other agencies to determine the most beneficial means to further enhance the system that will meet its requirements and the President's Agenda. The EFTS will also become more citizen-centered by allowing citizens to file electronic FOIA requests with the system, check the status of their requests, and will provide a means to communicate electronically with the FOIA office handling their request. This point of access will eliminate time spent providing paper documents and further move the department to a paperless government while ensuring that electronic communications with customers are user-friendly. This will ultimately reduce the burden on the government workforce as well as the burden placed on citizens who spend a substantial amount of time waiting for a paper response.

These accomplishments will support Improved Financial Management as well as improve Strategic Management of Human Capital by reducing the amount of time and costs to accomplish these essential DOI-wide functions mandated by the statute. Sharing of information between the government, citizens, and with other agencies will proliferate and greatly enhance and improve the FOIA process; ultimately reducing the cost of the program. This web-based system was designed to provide departmental FOIA personnel access and tracking capabilities, as well as designed with eventual accessibility by the public; providing a more citizen-centered, user-friendly government while increasing budget performance and integration. The EFTS makes effective use of existing resources while providing better customer service and continuity in FOIA operations throughout the DOI. By providing an integrated DOI portal, the EFTS "creates easy-to-find single points of access to Government services for individuals . . .reduces the expense and difficulty of doing business with the Government . . ."

The current system, and future implementation of the FOIA Appeals, Litigation, and Document Management modules, will streamline the overall FOIA process, reducing the paperwork burden placed on citizens who file requests and the bureaus and offices which must respond to these requests as well as the time to process such requests. As more information is made available on-line there should be less need for the public to use the FOIA to obtain access to some of these records.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
DOI has been approached by other agencies to collaborate and share our findings regarding the initial phase of the EFTS. At the present time, no other agencies or organizations outside DOI are directly affected by this initiative. However, this project is a candidate for cross-agency collaboration because all Federal agencies must comply with FOIA and FOIA requirements are very specific. It is our understanding that other Federal agencies are in the process of developing similar systems with similar requirements. Although we have talked to other agencies, we have been unsuccessful in partnering with any of the other agencies we have contacted to date. Citizen access to Government information that crosses agencies would be greatly simplified by a central Federal point.

How will this investment reduce costs or improve efficiencies?
Investment in this project will reduce costs and improve efficiencies by streamlining the overall FOIA process resulting in significant savings over the 7 plus year period while providing a direct means to eliminate duplication of effort by FOIA personnel. Use of this system will also allow FOIA personnel to track billing costs and ensure government expenditures for the program are accounted for and/or recouped consistent with the law.   One of the most significant areas where the benefits are noticeable is the time and cost reduction in direct relation to the preparation of the Annual Report to Congress, which will drop significantly through the use of the system.   Also, the time and costs involved in responding to inquiries from management and the public regarding the status of FOIA requests and other issues will be reduced through the use of this centralized system. Efficiencies will result by replacing manual processes with electronic ones and centralizing information for search and review to ensure consistency and avoid duplication.   As the system builds up a repository of searchable material, the bureaus will be able to share information regarding searches and reviews performed earlier thus providing more timely responses to requesters. Duplication of processing, a result of subsequent requests by other individuals for similar information, will be reduced. Prior to implementation of the EFTS, it was difficult for FOIA Officers to quickly identify earlier actions that could expedite the processing of subsequent requests--the search, review and redaction process had to be repeated and the citizen was forced to wait unnecessarily. Duplication imposes an unnecessary burden on the entire FOIA process--it also results in inconsistencies in responses. This undermines the entire FOIA program. Providing a single DOI portal for citizens to submit requests will benefit citizens who will no longer have to comb through the various DOI sites for FOIA offices.   The EFTS provides an avenue for more consistent, timely and accurate responses to public requests, thus providing a more consumer-friendly relationship. The public will benefit significantly through the planned enhancements, which will allow greater access and more readily available information concerning requests. The number of requests, appeals, and lawsuits the Department receives is unpredictable as it is based on current political, environmental, and economic concerns. However, consistent and timely responses should increase customer satisfaction, ultimately resulting in fewer appeals and litigation, thus reducing overall costs to the Department.

List all other assets that interface with this asset.
The individual databases maintained by the bureaus and offices. The multiple stove-piped systems maintained by the bureaus have been replaced with a single centralized Department wide system consistent with the Department's EA guidance.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	.106
BY 2007 Acquisition Resources:	.212
BY 2007 Maintenance Resources:	.389
BY 2007 Total, All Stages Resources:	.707
Life Cycle Total, All Stages Resources:	3.926

DOI Consolidated Infrastructure, Automation, Telecommunications

DOI - Consolidated Infrastructure, Automation, Telecomm (2007)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Department Wide
Budget Account Number	010-00-9999
Account Name	Department Wide
Account number of any other budget accounts funding this investment:	See funding sources in Exhibit 53
Program Activity	DOI - Office of the CIO
Name of Investment	DOI - Consolidated Infrastructure, Automation, Telecomm (2007)
Full UPI Code	010-00-02-00-01-2000-00-404-139

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

The Department of the Interior (DOI) submitted its first consolidated IT infrastructure Exhibit 300 in FY03 for government budget year FY05. The FY06 consolidated Exhibit 300 built upon this foundation by leveraging the growing maturity of its IT governance structure to present a list of initial Department-wide IT consolidation projects. Over the past year, DOI has continued to improve its IT governance structure by streamlining decision making and clarifying roles and responsibilities between the governing entities. This FY07 business case outlines these governance improvements, reflects the IRB decisions from the June 8 and June 22 meetings, and presents the case for the management of the expanding list of IT consolidation projects that have resulted from DOI's well-managed and unified CPIC processes.

The Department of the Interior's (DOI) mission is: to protect and conserve America's natural resources; provide access to the nation's natural and cultural heritage; honor trust responsibilities to American Indians, Alaska Natives, and island communities; and conduct scientific research. In addition, the Department has significant involvement in the Emergency Preparedness and Response mission area of the Department of Homeland Security through its Wildland fire management and law enforcement business.

DOI missions are executed by DOI representative Bureaus, offices, and committees. The organization's widespread scope and responsibilities have resulted in a large, decentralized agency that operates from many locations distributed throughout the United States, Puerto Rico, U.S. territories, and freely associated states.

Historically, DOI's Information Technology (IT) infrastructure has paralleled the evolution and nature of the organization, in that it is large, diverse, and geographically dispersed. Each bureau and office has operated with relative independence, managing individual network and information services and a wide range of IT systems and applications. The result has been an IT environment that is challenging to control, maintain, and plan. These facts have been cited by audits and legal challenges that have scrutinized the Department's information management and security practices. Several of the major issues with the historical environment are:

*Fragmentation - Bureaus have maintained similar but separate IT infrastructure platforms that make it difficult to deploy enterprise applications and share fundamental IT resources. In addition, the Department has been unable to consistently account for actual spending on many IT services

*Inefficiency - The Bureaus' considerable autonomy and flexibility has allowed bureaus to tailor IT services to varying IT needs, but has resulted in duplicative investments, non-standard operational processes, and an overall higher total cost of ownership

*Operations and Security - The lack of centralized management of IT operations and security has made enterprise applications and services difficult to manage and has led to inconsistent security implementations with increased security vulnerabilities

Under the leadership of DOI's senior management, with the acknowledgement of these historical issues, and in response to external pressures and mandates, DOI has embarked on an IT infrastructure transformation. IT infrastructure planning, implementation, and management processes will gradually transition from a historically distributed and idiosyncratic management environment to a unified IT infrastructure strategy managed by the Enterprise Infrastructure Division (EID). This business case and the business cases of the individual initiatives

that make up DOI's IT infrastructure portfolio present the justification and rationale for DOI's strategy. At the consolidated infrastructure level of this business case, the alternatives analysis compares portfolio management alternatives by varying two management dimensions, the level of project management and oversight and the amount of centralization of budgetary control. The business case presents the argument that DOI can best achieve its missions and goals by further improving its portfolio project management oversight and expanding the scope of its shared infrastructure services.

Throughout this consolidated business case, the analyses are focused on the incremental risks and benefits from managing the portfolio with increased level of project management and oversight. The benefits and risks of the underlying investments are captured and documented in the individual Exhibit 300s that support this business case.

EID's mission is to provide robust operating capabilities commensurate with DOI's requirements and resources by delivering enterprise quality infrastructure and its associated services to meet the business and IT requirements of all DOI bureaus. Its two guiding principles are: 1) deliver effectively and 2) manage efficiently. In order to deliver services efficiently, the infrastructure will strive to: a) improve customer satisfaction, b) provide responsive, informative and predictable services, and c) deliver mission-driven solutions that meet customer requirements. To manage efficiently, the infrastructure will: a) ensure efficient cost management, b) establish an environment that supports ongoing service development, c) design a stable, available, adaptable, and scalable infrastructure.

EID will accomplish its mission through a dual pronged process which includes the clear definition of its target organization and the continued development of its five core capabilities.

Target Organization:
EID's target organization is designed to strengthen infrastructure project management and oversight and enhance coordination at the infrastructure portfolio level. The target organization will be composed of four major areas: 1) core management and planning or Infrastructure Program Management (IPM), 2) Portfolio Project Management (PPM), 3) Production Service Domains (PSDs), and 4) Enterprise Service-oriented Integration Services (ESIS). IPM provides governance and oversight capabilities to all infrastructure programs, while PPM establishes project management, quality assurance, and coordinates the projects, programs, and operations in the IT enterprise infrastructure services. PSDs manage infrastructure projects according to the service clusters, with the individual project managers assuming responsibility for service management and ongoing service innovation. Finally, the ESIS engineering team establishes end-to-end systems integration practices, including the evaluation, selection, and implementation of infrastructure upgrades.

Core Capabilities:
EID will ensure the success of DOI's infrastructure strategy by transforming itself into a service-centric organization and establishing five core capabilities: 1) Governance, 2) Program Planning and Budgeting, 3) Quality Assurance, 4) Service Management, and 5) Service Integration.

1) Governance
This first core capability targets the establishment of a governance structure operating at three levels: a) Strategic, b) Tactical, and c) Operational.

a) Strategic
At the highest level, strategic Departmental IT policies are determined according to mission and financial objectives by several decision-making bodies, the Investment Review Board (IRB), the e-Government Team (e-Gov Team), the IT Management Council (ITMC), the Chief Technology Officers Council (CTOC), the Interior Business Architecture Team (IBAT), and the Data Advisory Council (DAC). The governance structure was originally developed in December, 2003, according to "The E-Government Strategy Governance Framework" and was slightly reorganized in July, 2005 per the document "ITMC Approved IT Governance Structure"

The primary motivator of this IT governance structure is the need for collaboration between the IT and business communities. This drove the creation of the IRB, which prioritizes IT projects through the alignment of technology investments with specific business needs. The IRB first convened in March, 2004 and is composed of the Department CIO, Bureau CIOs, and the DOI e-Gov team.

The e-Gov team and the ITMC are the two main components of the IRB. The e-Gov team is composed of senior level DOI program managers, and is responsible for defining business priorities and developing strategic blueprints. The operational and management aspects of the IT portfolio are the responsibility of the ITMC, made up of the Department CIO and the Bureau CIOs.

e-Gov and ITMC activities and decisions are supported by three governing councils. The CTOC was formed in December, 2004, is chaired by the DOI CTO, and is composed of the CTOs from each of the bureaus. It functions as the technical review for each project to evaluate its conformity with the Department's technical architecture. The IBAT maintains DOI's PRM and BRM and makes recommendations to the e-Gov Team. It is made up of bureau and major program representatives. The DAC defines the data architecture layer of the Interior Enterprise Architecture (IEA), and is chaired by the Interior Data Architect. Finally, the chairs of each of these three organizations meets regularly with the chief/lead enterprise architects in the DOI bureaus and offices regularly in

a meeting known as the Interior Architecture Working Group (IAWG).

b) Tactical
Strategic policies are implemented by tactical level organizations, Infrastructure Program Management (IPM), Infrastructure Project Portfolio Management (PPM), Enterprise Service-oriented Integration Services (ESIS), and the individual project managers. These organizations define Departmental infrastructure policies and procedures to maximize the sharing of resources and minimize overlapping and duplicative investments and activities to efficiently meet DOI's IT missions and goals.

c) Operational
At the operational level, private partners, government partners (such as NBC), and Departmental centers of excellence implement specific projects in conformance with the standardized policies and procedures. In addition to the delivery of services, each project will receive project management support from the tactical portfolio organizations to enhance the ongoing management and reporting/evaluation of the project.

2) Program Planning and Budgeting
The EID has initiated a structured Program Planning and Budgeting process that applies an objective, collaborative, and formal methodology to define and prioritize all infrastructure initiatives. DOI bureau CIOs have gathered in a preliminary Expert Choice session (a formal sequential pair-wise comparison methodology) to determine the relative importance of proposed investments, and these collaborative inputs from the Expert Choice session will be instrumental in determining the strategic infrastructure roadmap for future investments. This Program Planning and Budgeting process will be further developed to align with the overall governance model.

3) Quality Assurance
Quality Assurance capabilities are critical to the effective management of a complex portfolio. IPM and PPM will both set and enforce consistent quality standards, with IPM managing common operating issues for enterprise infrastructure projects. These issues include, but are not limited to, performing central change management, release management, and security management. It also oversees project execution quality levels by performing benchmarking exercises and setting standard policies & Operating Level Agreements for managing operating partners. PPM works with IPM to facilitate the execution of standard policies for project management by establishing standard artifacts (templates, deliverables) for each step of the project management life cycle, processes to ensure on-time, on-target, and within cost completion of the projects, and measures to assess the maturity levels for all projects. PPM also ensures a consistent quality for PM submissions and increased responsiveness to data requests from organizations such as PMO, IRB, and EID management.

4) Service Management
Service management is organized in two major areas:
1) Service Delivery covers a number of management practices that ensure the effective delivery of IT services to customers. Service Delivery is synonymous with the provision of IT services that meet customer expectations.
2) Service Support focuses on the management of operating partners to leverage important efficiencies and is the discipline that enable IT Services to be provided. Without such discipline, it would be almost impossible for the Department to provide adequate IT Services

5) Service Integration
Service Integration ensures that IT infrastructure consolidation projects are consistent with the Departmental and Federal Enterprise Architectures and most efficiently leverages existing DOI resources. Its major function is to oversee the seamless integration of disparate systems within DOI's Enterprise Architecture from a technical perspective. By establishing a unified systems integration function, EID can implement uniform and consistent integration methodologies across the DOI Enterprise Architecture, optimize the use of IT resources, and ensure efficient alignment of future acquisitions and projects with performance requirements, cost reductions and improved long-term strategic planning.

To stand up these core capabilities, the EID has developed tools to facilitate the planning and execution of the infrastructure portfolio. An example of these tools is the standardized development life cycle for infrastructure services. This development life cycle is tailored to the specific needs of DOI's IT infrastructure portfolio management but maps to the processes already in use by DOI's Investment Review Board (IRB) and the Office of Management and Budget (OMB). These tools enable IPM, PPM and other oversight functions to effectively manage the complex portfolio and enforce standardized quality control across all stages of the investments.

The FY06 DOI Consolidated Infrastructure Exhibit 300 presented DOI's initial vision for the management structure of the EID. This FY07 business case builds upon that foundation by reflecting DOI's FY07 IT governance decisions and funding requests (including IRB's June 8, 2005 and June 22, 2005 recommendations to the Secretary) and describes EID's portfolio strategy and best estimates for funding decisions in FY08 and beyond. The individual enterprise projects are organized by CIO cluster and briefly described below. Each initiative is preceded by a number that will be used for internal referencing and sorting throughout the document.

Current IT Infrastructure Portfolio of Investments - Recommend by IRB for Funding

2.0 Communications Services Cluster
2.1 Enterprise Services Network (ESN)
2.2 Narrowband Radio (NBR) Conversion
2.3 Land Mobile Radio Sharing (LMRS)

3.0 Electronic Work Environment Cluster
3.1 Enterprise Messaging Services (EMS)

4.0 Cross-Cutting Services Cluster
4.1 Enterprise Active Directory (EAD-Root)
4.2 Homeland Security Presidential Directive #12 (HSPD12))
4.3 Enterprise Resource Management (ERM)

How does this investment support your agency's mission and strategic goals and objectives?

The Department of the Interior Strategic Plan
DOI's strategic plan for fiscal years 2003 through 2008 defines the Department's mission as to, "protect and manage the nation's natural resources and cultural heritage; disseminate scientific and other information about those resources; and honor its special responsibilities to American Indians, Alaska Natives and affiliated Island Communities." To accomplish this mission, DOI has set goals in four main mission areas of responsibility: Resource Protection, Resource Use, Recreation, and Serving Communities. These four mission areas are supported by the pillars of Management Excellence and Partnership.

The strategic goal of the first pillar, Management Excellence, is to "manage the Department to be highly skilled, accountable, modern, functionally integrated, citizen-centered and staff-oriented." This pillar underscores the fundamental role of IT in effective organizational management by focusing on the modernization and integration of the Department's IT infrastructure. EID's management and oversight of the consolidation of DOI's IT infrastructure supports this strategy in both areas. The investment will provide a modernized, scalable infrastructure that facilitates efficient communication and provides a strong foundation to support the growing information and electronic service needs of internal and external stakeholders in a streamlined environment. In addition, EID will centralize the development of project oversight policies and procedures to promote the adoption of consistent, Department-wide policies and ensure that problems are detected and corrected early.

By strengthening the Management Excellence pillar of the Department's Strategic Plan, a robust IT infrastructure will support the four strategic mission areas:

1. Resource Protection
A consolidated IT infrastructure provides the public with access to data (both text and spatial) about the nation's public lands. The IT infrastructure also provides the basis for decision support systems for management to effectively manage resource protection. The IT infrastructure enables rapid access to information in time-sensitive programs like wildland fire management and law enforcement.

2. Resource Use
A robust IT infrastructure provides the public with access to opportunities for resource use (energy, non-energy minerals, forage, and forest products) and enables DOI managers to effectively manage those resources while promoting responsible use. Systems for information dissemination and online applications depend on a reliable and high performance network, and hardware and software that is easy to use and effective.

3. Provide recreation opportunities for America
A consolidated, enterprise-level IT infrastructure provides the public with access to accurate and reliable sources of information of recreational opportunities on DOI-managed lands.

4. Serve communities
A robust IT infrastructure includes the technical tools that allow data sharing, education, and a community outreach tool not only to federal government representatives but also state, county, and community governments, as well as industry, non-profit organizations, associations, and individuals.

In addition, DOI's Strategic Plan states that "the Department will use technology to work smarter, including providing single points of access to our services and other expanded e-Government opportunities. DOI is striving to give [DOI's] employees the skills, technologies, systems, and practices they'll need to meet the future. Managers will identify the opportunities to avoid duplication and achieve economies to enhance customer service and efficiency, with employees focused on working together, looking at the big picture, and building human and technology bridges across the old stovepipe system."

In an environment characterized by limited resources, the fulfillment of these diverse mission objectives depends increasingly on the ability to communicate, coordinate, and collaborate effectively across bureaus, other governmental agencies, businesses, partner organizations, and citizens. Providing DOI with a modernized, IT infrastructure will provide crucial support to the Department and bureaus' ability to achieve their mission goals and objectives in an efficient and effective manner.

DOI's 4 C's Initiative
To complement the DOI strategic plan, the Secretary of the Interior has outlined a Four C's (Conservation, Cooperation, Consultation, Communication) initiative for improving effectiveness of program management and achieving the Department's mission. The "4 C's" reflect the Secretary's goal of involving others, including communities, partners, customers, contractors, volunteers, and stakeholders to execute DOI's mission by actively working with them to obtain feedback on its programs, business processes, plans, and practices. DOI's IT infrastructure fulfills the goals of the "4 C's" initiative as follows:

1. Conservation
The IT infrastructure enables and supports automated systems that support goals and objectives for specific uses of the land as well as land and conservation efforts to protect natural resources.

2. Cooperation
Shareable applications hosted on a modern IT infrastructure allows for DOI, the public, and cooperating agencies to partner together in all aspects of DOI's mission from administration of the land use planning process and associated NEPA analyses to enabling the public to make campground reservations.

3. Consultation
A responsive IT infrastructure allows for sharing of data and information, especially when input once into a database that can be shared inside DOI without further manual intervention. These data can then be electronically used to efficiently consult with partners within and outside of the Department of Interior to exchange information and gather knowledge that will most effectively guide the management of DOI-managed lands.

4. Communication
A properly designed and implemented IT infrastructure allows our cooperators, partners, stakeholders, and the general public to communicate (issues, concerns, data, feedback, etc. in both document and map form) electronically, and makes those communications part of the public and administrative record.

DOI combines its support goals and objectives of conservation, cooperation, consolidation, and communication though its practices of collaboration with the other Departments. In the area of Information Technology, DOI has partnered with the US Airforce to develop on the best practices for the acquisition of Microsoft products for large user government organizations. DOI also partners with DHS agency BTS, DOE, and DOT in the management of Energy transfer activities. The National Park Service (NPS) and Bureau of Land Management (BLM) bureaus within DOI, share joint responsibility with the Forest Service and other state and local entities for controlling forest fires across the country. In addition, DOI has been participating in all (and leading some) of the 24 e-Gov initiatives and in many other efforts that develop standards (such as the American National Standards Institute (ANSI). Finally, in the area of disaster recovery planning, DOI is a leader among government agencies in the successful development and implementation of Continuity of Operations Plans (COOP)s

How does it support the strategic goals from the President's Management Agenda?

While DOI's EID provides the framework that bureaus and programs use to directly impact all five of the President's Management Agenda (PMA) goals, this consolidated investment is particularly relevant to Strategic Management of Human Capital, Improved Financial Performance, and Expanding e-Government.

Strategic Management of Human Capital
DOI's IT infrastructure directly contributes to two of the President's expected near-term human capital results: aligning human capital to goals and optimizing the mix of internal and external resources.

1. "Human capital strategies will be linked to organizational mission, vision, core values, goals, and objectives"
DOI IT services are duplicated within and between bureaus and IT staff routinely perform duties that are not directly related to bureau missions. The phased consolidation of DOI's IT infrastructure will address both of these problems. First, many of the individual IT projects will reduce the overall level of effort required to provide basic IT infrastructure to the Department by providing a single platform or service instead of the multitude of services currently in operation. These consolidated services will not only reduce the investments for these services but also reduce the human capital required to integrate and support the IT services, resulting in fewer required IT resources. These human capital resources can then be repositioned to provide mission-related services to their respective bureaus and offices, directly contributing to the President's desired near-term result.

2. "Agencies will determine their 'core competencies' and decide whether to build internal capacity, or contract for services from the private sector. This will maximize agencies' flexibility in getting the job done effectively and efficiently"
One of the greatest obstacles in determining the appropriate blend of internal and external IT services for DOI is a lack of information about the IT services required to fulfill its missions and goals and a lack of knowledge regarding how these IT services are currently provided. The centralization of management authority for each IT infrastructure project will address both of these deficiencies. For the customers of DOI's IT infrastructure, there will be a single program office to approach for the provisioning of required IT services, rather than the current disparate entities for service provision. Each program office will have a clear set of consolidated requirements from the customers that drive the project plans to implement, operate, and deliver those IT services. Armed with the requisite information, program managers will select the optimal mix of internal and external services, using the best government human capital resources in conjunction with "best-in-class" private contracting and

operating partners. Aggregating the information at the Department level will ensure that DOI maximizes its flexibility to effectively meet the needs of the bureaus and programs that execute DOI's missions and goals.

Improved Financial Performance
DOI fully supports the Improved Financial Performance Goal in the PMA. In conformance with the stated financial performance objectives, DOI will improve timeliness by re-engineering reporting processes, by expanding the use of web-based technologies, and by ensuring reliability by obtaining and sustaining clean audit opinions for agencies and the Department as a whole.

The PMA cites a specific example of IT fragmentation and inefficiency, where financial systems are often automated separately from procurement systems that are segregated from human resources systems, and significantly increase costs and minimize potential savings. EID specifically addresses this issue by centralizing the IT portfolio and infrastructure management to provide core management and planning direction in the areas of financial management, the development of policy and procedures, performance management, human capital management, change management, and facilities management. These centralized management and oversight programs will ensure that all procurement and financial data generated by all of the IT services and projects in the portfolio are managed and reported using standardized processes and formats. Consolidation, interoperability, standardization, unification, and simplification will be the drivers of the IT consolidation and management. Use of the Department level project oversight and financial management will avoid poor funds management and wasted spending.

Improved financial performance will also be realized through the elimination of the current legacy environment for financial reporting and data storage. The current environment will be replaced by policies and procedures that efficiently interface between the Departmental oversight function and individual IT service program managers, greatly improving the tracking of financial data. The new process will provide improved communication between bureaus and the Department on IT infrastructure quality, consistency, and accuracy, which results in higher levels of services to DOI customers in accomplishing DOI's mission and goals.

Expanding e-Government
The President's e-Government initiatives encourage federal agencies to develop IT solutions to ensure that business processes produce better, faster, cost-effective results focusing on the ultimate customer - the citizen/taxpayer. The e-Government component of the PMA operates on the principle that citizens should be able to obtain services or information in minutes or hours, which is an advantage that the Internet presents. In addition, government employees should be able to do their work as easily, efficiently, and effectively as their counterparts in the commercial world. The IT infrastructure meets these goals by providing access to the DOI's data and services in a secure, modern and high-performance environment. In addition, citizens and businesses will be able to manipulate data or information directly, without further DOI involvement, increasing the value of the business process. This effort ultimately promotes collaboration, reduces duplicative efforts, saves money, and forms cost-sharing partnerships. DOI's IT infrastructure is designed to meet the three principles of e-Government: citizen centered (through ease and consistency of use); results-oriented (by providing measurable improvements for infrastructure performance); market-based (via the use of COTS and the active promotion of innovation).

In the PMA, the goals of the e-Gov Task Force are identified as follows:
(1) Create easy-to-find single points of access to government services for individuals
(2) Share information more quickly and conveniently between the federal and state, local, and tribal governments. We must also do a better job of collaborating with foreign governments and institutions
(3) Automate internal processes to reduce costs internally, within the federal government, by disseminating best practices across agencies
(4) Reduce the reporting burden on businesses - businesses should not have to file the same information over and over because government fails to reuse the data appropriately or fails to take advantage of commercial electronic transaction protocols

In addition, DOI's IT infrastructure will accomplish all of the goals noted above by providing a single, continuously updated, and consistent web-based presence for the easy location of DOI information and services, which enables information to be shared via the world wide web among collaborators, stakeholders, citizens, and partners in all appropriate DOI business processes. In addition, standard database software, business process modeling, and data center consolidate facilitate the reuse of data, and satisfy the PMA's desired results of, "reducing the expense and difficulty of doing business with the government."

Another objective of the e-Government goal is the automation of processes to reduce internal costs. Prior to the initiation of IT infrastructure consolidation, the management and execution of IT acquisitions were extremely fragmented and varied widely between bureaus and IT services, resulting in the costly procurement and implementation functions with little communication between bureaus. Hence, expenditures were hard to quantify in an audit or during the capital planning process. Recognizing these portfolio management deficiencies, EID is phasing in several centralized program management and integration functions that will oversee and guide the consolidation of the IT infrastructure into efficient, cost-effective providers of IT services to DOI.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

This is not a direct multi-agency initiative. However, a sound and robust infrastructure that is based on up-to-date information technology facilitates participation in other multi-agency initiatives. It also is the foundation for delivery of recreation.gov, geospatial one-stop, E-Payroll, and volunteer.gov. Those four projects, among others are dependent upon a responsive network, which is tailored to meet the diverse needs DOI users through IT infrastructure consolidation and upgrades. This strategy is cross-cutting and will enhance the capability of all DOI Bureaus to provide service, and set policy in an efficient manner.

How will this investment reduce costs or improve efficiencies?

The following portfolio-level cost avoidances have been identified as part of the analysis of alternatives for the DOI consolidated IT infrastructure investment.

Cost Avoidance: Integrated Project Management
Increased levels of centralized governance in project implementation, execution and service delivery will reduce the need for individual project staff to support such functions as project management, audit/quality assurance, lifecycle management, change management, HR/training, facilities management, vendor management, security management, contract management, stakeholder management, application integration, release management, and testing. Consolidating staff at the Department-level to provide these functions for each individual project will result in significant cost avoidance of having to provide similar staff for each project.

Cost Avoidance: Shared Technical Resources
Centralized planning will provide DOI the opportunity to make more efficient use of resources such as hardware, software, and engineering staff. In the current operating environment, each IT investment project is responsible for its own IT infrastructure technologies. In the proposed alternative, increased project oversight and centralized budgeting will result in greater efficiencies, reduced investment outlays, and lower maintenance fees.

Cost Avoidance: Expansion of shared services
Expanding DOI's shared service delivery structure will ensure that funding is appropriated to projects that are prioritized the highest by DOI leadership. DOI will ensure that funds are distributed appropriately to improve the timeliness and quality of implementations and to reduce the potential for cost overruns.

These three cost avoidances identified and quantified to date do not capture all of benefits associated with the DOI IT infrastructure strategy. As planning for the consolidated infrastructure continues and the investment continues to mature through its life cycle, it will become possible to identify and quantify additional areas of cost reductions and improved efficiencies.

List all other assets that interface with this asset.

Since this document is prepared as a summarization of DOI's existing infrastructure, all of DOI's and its Bureau's information technology assets interface with the infrastructure.

1. Networks provide a transport mechanism for data and information generated by DOI specialists in DOI's software applications;
2. Networks also provide a communications mechanism for both intra-DOI and external entities
3. Virtually all DOI employees use either the office automation suite and/or email system that are described in this document.

A listing of the projects that are components of the DOI IT Infrastructure Portfolio are provided above in section I.A.1.

To address the question of re-engineering requires two different answers. With regards to the existing infrastructure, the majority of information technology assets are at the Bureau level, and some of our Bureaus have performed official re-engineering while others have maintained the status quo for their investments. With regards to the IT governance transition described in this document, DOI is committed to re-engineer work processes to achieve the objectives described above. Many in DOI are coming to the realization that offering services, data, and information in the on-line arena are a new responsibility and to accommodate that, work processes will need to be changed. The amount of change and the time frame required to implement this change are directly related to available resources.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	8.304
BY 2007 Acquisition Resources:	76.379
BY 2007 Maintenance Resources:	425.215
BY 2007 Total, All Stages Resources:	509.898
Life Cycle Total, All Stages Resources:	5,650.415

National Fire Plan Operations & Reporting System (NFPORS)

DOI - National Fire Plan Operations and Reporting System (NFPORS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification	
Agency	Department of the Interior
Bureau	Department Wide
Budget Account Number	010-84-1125
Account Name	Wildland Fire Preparedness
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Wildland Fire Preparedness
Name of Investment	DOI - National Fire Plan Operations and Reporting System (NFPORS)
Full UPI Code	010-00-01-02-01-8401-00-108-024

Investment Justification
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.
The National Fire Plan Operations and Reporting System (NFPORS) is currently in a steady-state. The National Fire Plan Operations and Reporting System (NFPORS) is an inter-departmental, inter-agency automated data management and reporting system developed, operated, and maintained by the Department of the Interior (DOI) collaboratively with the Department of Agriculture (USDA). NFPORS is funded equally by DOI and USDA, with DOI as the lead agency and therefore DOI provides the majority of full-time employee effort. NFPORS is used to manage the National Fire Plan, a mandated program that was begun in 2001 to provide accountability for hazardous fuels reduction, burned area rehabilitation projects, and community assistance activities. The NFPORS user community includes all federal wildland fire management bureaus in the DOI, including the Bureau of Indian Affairs (BIA), Bureau of Land Management (BLM), Fish and Wildlife Service (FWS), and National Park Service (NPS); and, the USDA Forest Service. Reports produced with NFPORS, including the annual National Fire Plan Accomplishments Report, are cost- and time-efficient products that replace tedious manual data calls and data compilation methods of 2001. NFPORS provides managers with the ability to answer detailed National Fire Plan questions in real-time at national, bureau, regional, state, and field-level offices. These reports are used as major high-level decision making tools for continued appropriate funding for the national wildfire program. Accomplishment for 2005: Deployment of Versions 2 in November to integrate Management Dashboard with Data Collection Tool. The Mapping Tool was upgraded to display current Treatments. Non-NFP reporting underway for DOI and Forest Service. Entire hardware and software suite was acquired and installed making the entire architecture government-owned. Improved system security and user account security with complex password and expiration requirements. Planned Accomplishments for 2006: Planning, design, development, implementation, operations and maintenance, user group and configuration management. Demonstrate acquisition and maintenance of geospatial data for perimeter of treatment units. This function will provide advantages to research, suppression, and land characterization communities. In 2006, NFPORS will meet newly established requirements for Biomass recovery and Monitoring information. Planned Accomplishments for 2007: Full implementation of Treatment perimeter acquisition and maintenance. Continued adjustments to dynamic performance measure parameters- as possible. Capital Planning Review Process: NFPORS was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on June 8th, 2005. The project plan details the project's Risk Management Plans, Change Control Management (CCM) procedures and performance-based management systems (PBMS). The project's risk planning process (also see: Risk Inventory and assessment section) includes: Identified risk, Risk analysis (qualitative and quantitative), plan adjustment based on quantitative analysis, "Risk Response Plan", and

details of the "Risk Monitoring and Control Process"

As described in the NFPORS plan, change control management is as follows:
The investment/project business and technical change process is integrated with the Department's Enterprise Architecture (EA) governance process, including documentation of the PRM, BRM, SRM, and TRM and Project-level changes are addressed in the Integrated Project Team Review Board and Budget processes for "re-baselining" approval.

The PBMS (see Performance-based Management System section) follows the earned value management (EVM) ANSI/EAI 748 standards. The project's EVM process has the following key elements:
Scope is based on an approved Scope of Work (SOW) and documented WBS,
Scope control is based on a defined CCM process, using EA and IPT processes,
Costs are based on a Department approved Financial (Budget) Plan, and
Financial cost records are traceable to the Departments official financial records.

The project PBMS quarterly reporting required by DOI is current, accurate, and within acceptable cost and schedule variance limits.

How does this investment support your agency's mission and strategic goals and objectives?

The U.S. Department of the Interior (DOI) and U.S. Department of Agriculture (USDA) Forest Service (FS) are committed to managing wildland fire as part of their missions. The DOI mission statement is "The Mission of the Department of the Interior is to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to Indian Tribes and our commitments to island communities." Wildland fire management applies to a number of the DOI goals attached to that mission statement, "Interior has established five Departmental goals that encompass the major responsibilities of the Department. These goals provide a framework for the strategic plans of Interior's bureaus." Of the five goals listed, wild land fire management directly applies to "Protect the Environment and Preserve Our Nation's Natural and Cultural Resources," and "Manage Natural Resources for a Healthy Environment and Strong Economy."

Wildland fire management supports the DOI strategic plan in two specific areas. The first is to "Safeguard lives, property and asset, advance scientific knowledge, and improve the quality of life for communities we serve," Goal 1: "Protect lives, resources and property," Strategy 1: "Improve fire management," Strategy 2: "Improve public safety and security and protect public resources from damage," and Strategy 3: "Provide information to assist communities in managing risks from natural hazards." Under "Safeguard lives, property and asset, advance scientific knowledge, and improve the quality of life for communities we serve," NFPORS also applies to Goal 2: "Advance Knowledge through scientific leadership and inform decisions through the applications of science," Strategy 1: "Improve information base, information management and technical assistance." NFPORS provides an up-to-date and comprehensive picture of the federal Hazardous Fuels Reduction, Burned Area Rehabilitation and Restoration, and Community Assistance keypoints of the National Fire Plan.

The second strategic area supported by NFPORS is to "Manage the Department to be highly skilled, accountable, modern, functionally-integrated, citizen-centered and result oriented," Goal 2: "Accountability," Strategy 2: "Improved financial management," Strategy 3: "Performance-budget integration," and Strategy 6: "Performance/Process improvement." The comprehensive and "bottom-up" design of the NFPORS has proven to be a reliable source of information for managers at all levels in two Departments.

To increase DOI and FS capabilities to conduct fire management activities on our nation's lands, Congress provided both Departments with significant additional funding in 2001 and required that each Department implement action and financial plans to ensure accountability for the funds appropriated. In response, FS and DOI collaboratively prepared the National Fire Plan (NFP), which described the work to be accomplished and proposed plans for allocating and spending the appropriated funds to accomplish the goals. Accountability and performance is closely monitored, from within and outside the USDA and the DOI.

The first NFP Accomplishments report was delivered to Congress in December 2001, but each Department, using their respective data collection and tracking processes, compiled their part of the report separately. The final report was manually assembled and presented to Congress. The job of tracking and reporting accomplished work and allocation of funds by each Department including the USDA Forest Service and the DOI Bureau of Indian Affairs (BIA), Bureau of Land Management (BLM), Fish and Wildlife Service (FWS), and National Park Service (NFPS) was tedious, slow, and in efficient.

It quickly became obvious that a single inter-Departmental, inter-agency automated data collection and reporting system was needed. NFPORS has proved to be an efficient system for providing accurate information in a timely manner. Out-year plans, current year accomplishments and past year reports are available immediately using NFPORS.

Planning and accomplishment reports are available directly from the worldwide web to all users with approved accounts. There are dozens of prepared reports designed by users that show the information in several views. Reports may be downloaded, reformatted, or printed directly from the website. Annual reports, year-to-date reports, performance measure reports, and agency-specific reports are all available at the touch of a button.

How does it support the strategic goals from the President's Management Agenda?

As a collaborative project, NFPORS supports the Expanded Electronic Government agenda item by sharing information more quickly and conveniently among five federal agencies (BIA, BLM, NPS, FWS, and FS). It automates internal processes that originally required manual-intensive data collection and reporting. Using web-based technology, NFPORS cuts government operating costs and enhances the government's E-Gov strategy.

NFPORS supports the Budget and Performance Integration agenda item by providing managers with the information they need to effectively assess and manage their programs. As a cross-agency investment, NFPORS has facilitated the coordination and accountability among the wildland fire management bureaus. NFPORS provides managers with the ability to relate financial data with fire management activities. This capability will become more direct as FBMS becomes operational. Even now, indirect integration allows managers to respond to both strategic and day-to-day management issues. The ability to relate financial and program data enables implementation of sound activity-based costing and other performance measurement.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

NFPORS is a multi-agency initiative, including DOI Bureau of Indian Affairs (BIA), Bureau of Land Management (BLM), National Park Service (NPS), and Fish and Wildlife Service (FWS) and USDA Forest Service. In addition the States and communities are directly affected by the wildland fire management program which includes hazardous fuels reduction, emergency stabilization and rehabilitation, and community assistance.

How will this investment reduce costs or improve efficiencies?

Many of the identified stakeholders have program goals that include shaping and maintaining healthy ecosystems through emergency stabilization and rehabilitation, hazardous fuels reduction, community assistance, and research, as well as fire suppression.

The time spent responding to data calls (reporting) has decreased dramatically since NFPORS became operational. It was estimated that the DOI wildland fire management bureaus traditionally responded to an average of 60 data calls per year and Forest Service responded to an average of 20 data calls per year before implementation of NFPORS. Today, the number of manual data calls to the field units has decreased from a total of approximately 80 calls to approximately 10 for DOI and FS combined. These estimates are at the unit level, and additional savings have been realized at the region, bureau, and department levels. All told, the timesaving associated with NFPORS are estimated to total $7.5 million per year in labor efficiencies.

In addition to the labor efficiencies responding to data calls, we have witnessed a reduction in report cycle time because of this investment. Instead of having to wait for a manual data call to be collected and compiled, information is readily available. The traditional turnaround time per data call at the field unit level was estimated to be an average of 20 hours. Under the new environment, this turnaround time is less than 1 hour, which is a 95% reduction in turnaround time. Additionally, reduction in turnaround time is estimated to be 77% (reduction) at the region level and 58% (reduction) at the bureau level.

There is still another benefit from this efficiency. Traditionally, whenever a unit-level employee received a request for information, other work was put aside and delayed in order to respond to the higher priority task. Today, data entry can take place as a normal (and not surprising) part of a planned work schedule. It is difficult to quantify but easy to imagine the how important this is to employees at all levels in the "food chain."

There are several other cost/efficiency measures that are positively impacted by this investment. There is a reduction in the traditional manual report production processes. NFPORS eliminated the traditional burden of manually assembling Bureau, Agency, and Department accomplishment reports to Congress. Where these reports took months to assemble and review, the information is now reliable and immediately available.

With NFPORS in place there is now a standardized and automated electronic information system available with access to data at all organization levels (ranging from detailed field data to joint Agency and Department data). Reports at any organizational level can be used to quickly and accurately compare performance.

Before NFPORS, data was entered in a variety of formats depending on the maturity of various systems (paper, excel spreadsheets, etc.). This data was then reentered in order to produce consolidated reports. Today, information for hazardous fuels, burned area rehabilitation, and community assistance programs is entered directly into a common database using a consistent format. This reduces the amount of time spent by field-level users reentering spreadsheet data in order to produce consolidated reports.

Before NFPORS, the wildland fire agencies and bureaus operated in a stovepipe environment and could not easily share data or report on program performance. Beforehand, each Agency struggled to explain its reports and qualify meanings. This is no longer the case. With a universally accepted standardized electronic information system in place, the entire enterprise can immediately share accurate and up-to-date information using commonly understood terms and definitions.

Previously, decision-making and accountability was hindered by the limited ability to collect and report summary-level data. Today, managers enjoy improved decision reliability and increased accountability through accurate and accessible summary-level data.

List all other assets that interface with this asset.

BLM 1202 Fire Reports - yes, the number and scope of reports to this system were reduced.
BLM - Federal Acquisition Regulation System (FARS) - yes, most FARS functions were replaced.

BLM - Management Information System (MIS) - yes, the system is used in conjunction with NFPORS - sharing unique activity identifiers.
BLM/FS- Fuel Analysis, Smoke Tracking, and Report Access Computer System (FASTRACS) - yes, this system was completely restructured to compliment NFPORS scope.
NPS - Fire Program Budget Analysis System (FirePro) - yes, this system was replaced.
Federal Assistance Award Data System (FAADS) - yes, FAADS interfaces with NFPORS Community Assistance module.
FWS - Fire Management Information System (FMIS) - yes, FMIS interfaces with NFPORS. The scope of FMIS was reduced.
Shared Application Computer System (SACS) - yes, SACS was reportedly stopped.
Interior Procurement Data Systems (IPDS) - yes, activity codes were modified to align with NFPORS schema.
Federal Financial System (FFS) - no changes, but being replaced by FBMS
Financial and Business Management System (FBMS) - activity codes will be taken from NFPORS and used to report budget and finance reports. The two systems fit together to complete the business picture.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	.700
BY 2007 Total, All Stages Resources:	.700
Life Cycle Total, All Stages Resources:	9.790

Consolidated Financial Statement (CFS) System

DOI - Consolidated Financial Statement (CFS) System

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Department Wide
Budget Account Number	010-84-4523
Account Name	Departmental Management Working Capital Fund
Account number of any other budget accounts funding this investment:	See funding sources in Exhibit 53
Program Activity	DOI Office of Financial Management
Name of Investment	DOI - Consolidated Financial Statement (CFS) System
Full UPI Code	010-00-01-01-01-0033-00-402-129

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

The purpose of this business case is to request operations & maintenance funding for the Consolidated Financial Statement (CFS) System. The Department of the Interior and five external clients fund the operation of this system via the NBC working capital fund through reimbursable agreements. Funding for this project supports the functional and technical support, software maintenance, hardware, and training for system users.

This investment was reviewed through the Department of the Interior (DOI) Capital Planning and Investment Control (CPIC) process and approved by the DOI Investment Review Board in June 2005.

DOI is required to report the financial position of the department as a whole. This reporting is in the form of consolidated financial statements issued to the Office of Management and Budget (OMB). An independent auditing firm conducts the annual audit of the financial statements. These audited financial statements and notes become an integral part of the Department's Accountability Report. Also, on an annual basis the Department is required to submit data to Treasury Department via the FACTS I reporting process. The DOI's Office of Financial Management has the primary responsibility for meeting this reporting requirement. The CFS System is the primary system that the Department and bureaus rely on to prepare their financial statements.

The National Business Center (NBC) manages all aspects of the CFS System. The NBC currently has five external to DOI federal clients and they are: the Farm Credit Administration, the International Trade Commission, the National Labor Relations Board, the Equal Opportunity Employment Commission, and the Executive Office of the President. Since FY1998, the department has engaged the NBC via interagency agreements to provide system management and operational services to support the CFS System and departmental reporting requirements. The NBC has assisted with the submission of the department's FY 1997, 1998, 1999, 2000, 2001, 2002, 2003, and 2004 FACTS I data to Treasury and has contributed in the preparation of the financial statements for each of fiscal years cited. In 2002, the NBC began offering financial statement hosting and support services to other federal agencies. The NBC provides two levels of service. The first level is application hosting where the NBC maintains the system and clients are responsible for preparing their financial statements. The second level is application hosting with financial statement preparation. Under this arrangement the NBC will host the application and do the majority of the financial statement preparation. The NBC's Hyperion operations are fully-funded by clients.

Without funding for this project clients would have to arrange for alternative methods for producing audited financial statements. It would be costly and time consuming for them and this would place the financial statement audit and deadlines at risk.

For DOI, Hyperion Enterprise will continue to be the tool for preparing the financial statements until the last bureau migrates to FBMS. The current plan for preparing financial statements is that the department will maintain Hyperion Enterprise until FBMS is fully implemented. The NBC will retain Hyperion Enterprise for external client use for as long as a market demand for the software and our services.

How does this investment support your agency's mission and strategic goals and objectives?

At the highest level, the Consolidated Financial Statement (CFS) System supports the Department of the Interior's "Management Excellence" mission area. The strategic goal is to manage the department highly-skilled, accountable, modern, functionally integrated, citizen-centered, and results oriented.

This system allows the department to produce monthly, quarterly, and annual financial statements. Annual audited financial statements, with a clean audit opinion, for the department and its bureaus directly relates to Management Excellence and the goal of accountability. This system directly supports the ability for the department and bureaus to obtain a qualified opinion on the yearly financial statements. In addition, the CFS System is a major factor in ability of the department to meet the aggressive year-end financial reporting due dates. Each year these due dates are accelerated, so the department must innovate to accommodate the schedule. The system is robust and flexible enough to allow for this innovation and allow the department to become more effective and efficient in its financial statement preparation.

The CFS System also supports the department's financial management challenge by reducing the cost to the department and these ties into the goal to integrate similar processes across the department. Since this system is centrally located, managed, and accessible from any computer with an Internet connection, we realize economies of scale. Bureau and departmental offices no longer have to maintain costly servers and software to host a financial statement system; users no longer have to rely on their local information technology support to maintain any portion of the system. All system support is provided by the National Business Center. Users now only have to focus on their business, not maintenance of the system.

How does it support the strategic goals from the President's Management Agenda?

The CFS System supports the President's Management Agenda for improved financial performance and for expanded electronic government. The President's Management Agenda includes an objective to "improve accountability to the American people through audited financial statements." The CFS System directly supports the Department's consolidated and bureau financial information necessary for preparing accurate financial information for financial statements that can be audited on an annual basis. In addition, this system is used to cross-service other federal agencies to assist in the preparation of their audited financial statements. To date, we cross-service the following agencies: the Farm Credit Administration, the International Trade Commission, the National Labor Relations Board, the Equal Opportunity Employment Commission, the Executive Office of the President.

This system, in addition to management procedures reengineered by the department, reduces the extra-ordinary labor-intensive steps required by financial personnel to prepare the department and bureau financial statements. We now have the ability to produce quarterly (and monthly) financial statements and accelerate the year-end reporting. The ultimate outcome is that this system helps to improve accountability to the American people by allowing the department to report timely, useful, and reliable information on Interior's financial operation and health.

This system also supports the expanded electronic government initiative because the system is fully accessible from the Internet. All resources required for supporting the department's financial statement preparation process are accessed in a secure manner through the use of a web portal. This provides a single point of access and reduces the costs for the department, the bureaus, and our external clients. This system also allows bureaus to share information and allow for collaboration between the DOI offices and other federal agencies.

In addition, the CFS System allows the department to automate and make consistent its internal processes for preparing the entire organization financial statements. This translates into a best practice for the department and ultimately reduces internal costs within DOI.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

This investment is not a multi-agency initiative, but we do support other federal agencies with this system.

How will this investment reduce costs or improve efficiencies?

This investment enables finance personnel to meet financial statement requirements and reduced reporting timeframes. In addition, the production of financial statements using this system instead of the previous method of using complex Microsoft Excel spreadsheets allows multiple users to access the same data. This allows access for auditors, speeds the audit process, and ensures that the department completes the financial statements on time. This system has also allowed the department and bureaus to standardize the financial statements and formats which speeds up the production process.

In addition, since this system is centrally managed, we have reduced the IT burden on the department and bureaus. These offices no longer have to rely on their internal IT resources to support a system for financial statement preparation.

List all other assets that interface with this asset.

Bureau Core Accounting Systems (Federal Financial System and ABACIS) and the Internet.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Acquisition Resources:	0	
BY 2007 Maintenance Resources:	.679	
BY 2007 Total, All Stages Resources:	.679	
Life Cycle Total, All Stages Resources:	6.439	

BUREAU OF LAND MANAGEMENT (BLM)

Legacy Rehost (LR2000)

BLM-Legacy Rehost (LR2000)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Bureau of Land Management
Budget Account Number	010 04 1109
Account Name	Management of lands and resources
Account number of any other budget accounts funding this investment:	010 04 1116, 010 04 1125
Program Activity	1310-Oil & Gas Management; 1990-Mining Law Administration; 1430-Lands Management; 1030-Public Domain Forest Management;
Name of Investment	BLM-Legacy Rehost (LR2000)
Full UPI Code	010-04-01-02-01-0401-00-117-057
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	
The Department of the Interior, Bureau of Land Management (BLM) has the responsibility for maintaining the land and mineral records for the United States-what today amounts to more than a billion records. BLM has also been designated by OMB Circular A-16, revised August 19, 2002 as the lead agency for: Federal Land Ownership Status: Federal land ownership status includes the establishment and maintenance of a system for the storage and dissemination of information describing all title, estate or interest of the federal government in a parcel of real land mineral property. The ownership status system is the portrayal of title for all such federal estates or interests in land. Public Land Conveyance (patent) Records: Public land conveyance data are the records that describe all past, current and future right, title and interest in real property. This is a system of storage, retrieval and dissemination of documents describing the right, title and interest of a parcel. On March 22, 1999, BLM deployed (rehosted) 4 legacy land and mineral use authorization recordation systems: Case Recordation, Status, Legal Land Description and Mining Claim Recordation Systems in a Y2K compliant web-based application. During 2002, three additional legacy systems were rehosted: Cadastral Survey Field Note Index, Bond and Surety and Master Name. The LR2000 Systems were deployed prior to the initiation of the Capital Planning and Investment Control (CPIC) process, however, this investment has subsequently been evaluated through the CPIC process, and was reviewed and selected for the 2007 portfolio by the DOI Investment Review Board (IRB) on June 22, 2005. LR2000 is a business-essential national system that provides internal and external customers with Intranet/Internet access to land and mineral use authorization data extracted from the BLM's case files. For BY 2007 LR2000 is a business-essential national system in Steady State (SS) - Operations and Maintenance and will be funded until it is replaced. A description of the Legacy Systems re-hosted into the LR2000 System is as follows. These subsystems provide for the storage, retrieval and dissemination of abstracted case information describing the right, title and interest of a parcel: Case Recordation (CR) is an automated system for recording data for land and mineral, title, use authorization, and withdrawal cases. Data includes serial number, case type, name and address, legal land description, case actions, and general remarks. Legal Land Description (LLD) is an automated system that describes land in accordance with a cadastral or special survey, including principal meridian, township, range, section, survey type, number and suffix, aliquot part and nominal location, acreage, and geopolitical information.

Mining Claim Recordation System (MCRS) is an automated system containing more than three million cases including data about mining claims recorded with BLM. Data includes serial number, mining claim name, claimant name and address, legal land description, case actions, and general remarks. MCRS includes records of lode and placer mining claims, mill sites, and tunnel sites located on public lands.

Status (ST) is an automated system that contains historic data pertaining to title cases that transferred surface and/or mineral rights to or from the U.S., and restriction of U.S. rights, such as withdrawals, segregations, and classifications.

Cadastral Survey Field Note Indexing System (CS) is an automated system that provides an on-line index to the survey field note records maintained throughout BLM. Data associated with surveys include surveyor, date of survey, contract number/date, approval date, boundary, principal meridian, township, range, subdivision, survey type, survey number, claim name and claimant name.

Bond and Surety System (BS) is an automated system that contains bond and surety information for branch offices of BLM. Its purpose is to streamline, accelerate, and facilitate bond actions, by making information readily accessible.

Master Name System (MN) is an automated system that contains names, addresses; name entity identification numbers (NIDS) and the category of name entities which classifies the name as (A) Agency, (C) Corporate, or (P) Private.

LR2000 is accessible from both the Intranet (http://LR2000.blm.gov) and Internet (http://www.blm.gov/LR2000) via a web browser such as Netscape or Internet Explorer. The LR2000 website was designed for those who work in the oil and gas industry, mining industry, land and mineral title companies, utilities, state and local governments, interest groups, and members of the public that require access to BLM land and mineral records. LR2000 provides more than 5,100 reports per month to the public. LR2000 provides land managers with prompt access to data pertaining to authorizations and ownership of Federal resources (25,000 standard reports and 15,000 Ad Hoc reports per month).

Use Authorization System (UAS)

The BLM Information Technology Investment Board (ITIB) approved an E-Government initiative in FY 2003 to provide web-based permit application, payment, and status services to our customers using the LR2000 system as the foundation. This initiative enables public users to submit electronic applications, pay application fees and rentals electronically and monitor the status of such transactions. Building off the LR2000 foundation and other work, BLM has completed an analysis for replacing the Automated Lease Management System (ALMS) with the Lands and Realty Authorizations Module (LRAM) of the Use Authorization System (UAS). The UAS business process is associated with the authorization for use and maintenance of public lands and supports the BLM's mission. UAS maintains information about holder, lessee, permittee, authorization activity, rental/fee calculations, billing schedule data, billing types and generation, and post billing activity actions on public lands and resource use. The UAS project goal is to implement a standard BLM-wide Authorization System that will provide a consistent cost effective use management and billing system for all Bureau offices that provide land administration services. The Lands and Realty Authorizations Module (LRAM) of UAS generates and manages land and realty actions and billing information (including communication site rental calculations) for all rights-of-way and other public lands and realty authorizations.

This system will fully integrate the billing process with CBS by supplying billing data to the CBS database. LRAM is expected to process about 24% of all cases in LR2000 (about 146,500 cases out of 611,600). This E-Government effort encompasses the business and technical issues associated with a web-enabled use authorization project. It also provides the 'base' for processing other permit types (both lands and minerals) in an interim common use authorization module.

Phase I of the LR2000 E-Government (UAS-LRAM) initiative commenced in FY 2004 and was deployed in November 2004. Phase II of the initiative shall be completed by September 30, 2005, returning this investment to Steady State (SS) for BY 2006. Salient points of this initiative are as follows:

* Work with national program leads and key field users to identify the forms each program will utilize during the various stages of a use authorization workflow process.
* Work with the eForms project, to analyze the identified forms, to identify the requirements for designing generic/common application /permit/compliance forms that will serve the needs of the programs.
* Use these identified priorities in the eForms project to orchestrate timely generation of automated application/permit/compliance forms. Electronic forms must allow for screen-fillable data entry (automatic data collection) that will be exportable to appropriate systems.
* Link seamlessly UAS-LRAM and LR2000 to the eForms web site, allowing customers transparent access ('one-stop shopping') to electronic forms, rather than having to navigate multiple web sites.
* Relate the application/permit/compliance form input data to the appropriate databases, establishing requirements for new data elements and rules for setting and enforcing constraints for data quality control.
* Develop specifications for UAS-LRAM use authorization workflow process.

* Add new data fields to the appropriate databases and modify or add reports as identified by program requirements.
* Utilize e-Authentication project's findings to ensure secure industry-standard data transmission/encryption and electronic signature/authentication for electronic application/permit/fee payment processes.
* Utilize previously gathered business requirements to develop software specifications and proceed with design, development, and testing of a prototype use authorization module for rights-of-way.
* Accept on-line customer payments of fees, providing for financial support/tracking/customer notification of online payments associated with use authorization workflow module.
* Develop full use authorization tracking capabilities, allowing applicant/permittee/lessee to check status of applications online.
* Deploy UAS-LRAM as E-Government enabled system, allowing rights-of-way customers to conduct electronic transactions with BLM.
* Gather requirements for a common use authorization workflow module that would accommodate the lands and minerals actions of other BLM Programs.
* Apply the common E-Government components of UAS-LRAM to other lands and minerals records currently hosted in LR2000.

Public challenge Information

The National Oil & Gas Lease Sale (LSS) is being developed as added functionality/modules to the LR 2000/Case Recordation system. The first phase of LSS was deployed on December 30, 2004. This included a Public Challenge Information module that was added to LR 2000. This modification to LR 2000 specifically addresses the Government Accountability Office (GAO) Report identifying the LSS as an opportunity for the BLM to standardize collection of data on public challenges at the leasing stage. This first phase provides the capability to record, track and report public challenge information in the form of protests, requests for State Director Review, appeals and litigation. When fully deployed, the national oil and gas lease sale system will be a powerful and flexible assistant in the oil and gas leasing workflow process. It will interface with existing land status data through the Legacy Rehost 2000 (LR2000) and National Integrated Land System (NILS) systems. This functionality will improve communications, decisions, and interactions with private and industrial clients, BLM Field Offices, and non-BLM Surface Management Agencies. The national capability for onshore oil and gas leasing will provide automated components that facilitate one-time data entry along with safe, reliable data handling to reduce errors and improve staff productivity.

The oil and gas leasing acts, regulations, and policies provide for a leasing process that includes the following major activities and prerequisites as it relates to LR2000:
1. Electronic recordation of leased parcels as serialized cases to the Legacy Rehost (LR2000) Case Recordation system.
2. Interconnected Work Modules based on the sequential, step-by-step business process:
a. Sale Day Recordation
i. Results Lists, Summary Reports, and Data Uploads (LR2000 & CBS)
b. Non-Competitive, Day-After Leasing (lottery drawing support, as needed)
i. Results Lists, Summary Reports, and Data Uploads (LR2000 & CBS)
c. 2-Year Window Non-Competitive Leasing management & recordation
i. Results Lists, Summary Reports, and Data Uploads (LR2000 & CBS)

CPIC Status
Investment's status through capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

The LR2000 BY 2007 continuing investment was approved by DOI Investment Review Board (IRB) on March 3, 2005. The Figures displayed in this Exhibit 300 are risk-adjusted.

| How does this investment support your agency's mission and strategic goals and objectives? |

The Department of the Interior, Bureau of Land Management has the responsibility for maintaining the land and mineral records for the United States-what today amounts to more than a billion records. BLM has also been designated by OMB Circular A-16, revised August 19, 2002 designated DOI, as the lead agency for:

Federal Land Ownership Status:

LR2000 Status provides BLM with an operational system for electronic management of federal land ownership records. The overwhelmingly positive reception of LR2000 with both internal and external customers enhances the potential for multi-agency consideration.

Public Land Conveyance (patent) Records:

LR2000 Status and Case Recordation provide BLM with operational systems for electronic management of public land conveyance records.

The 7 subsystems of LR 2000 provide for the storage, retrieval and dissemination of abstracted case information describing the right, title and interest of a parcel that allow for federal land ownership status to be derived.

Use Authorization

The UAS-LRAM project goal is to implement a standard BLM-wide Authorization System that provides a consistent cost effective use management and billing system for all Bureau offices that provide land administration services.

The national capability for onshore oil and gas leasing will provide automated components that facilitate one-time data entry along with safe, reliable data handling to reduce errors and improve staff productivity.

LR2000 supports the Department of the Interior's mission

The U.S. Department of the Interior mission is to protect and manage the Nation's natural resources and cultural heritage; provide scientific and other information about the resources; and honor its special responsibilities to American Indians, Alaska Natives and affiliated Island Communities. LR2000 supports this mission by providing records of the extent of the Nation's land and mineral ownership (LR2000 Status). LR2000 also maintains a record of use authorizations (LR2000 Case Recordation and Mining Claim Recordation) for the Nation's natural resources.

LR2000 supports the Secretary's vision

The Secretary's vision for effective Interior program management focuses on conservation, cooperation, consultation and communication.
. LR2000 supports conservation of our Nation's land and its resources by providing a record of past and current activities authorized on public lands.
. LR2000 supports cooperation in terms of interaction, collaboration and partnerships with others by providing Internet access to the LR2000 Systems and interfaces to other Bureau and Department systems to facilitate the exchange of data in support of the management of our Nation's resources.
. LR2000 supports consultation with others to provide the most current information associated with the use of our Nation's resources by providing Internet access to the LR2000 Systems and full data exports to our partners in land management.
. LR2000 supports communication to reach out to others in the exchange of information relevant to the use authorizations of our Nation's resources.

LR2000 supports the Secretary's key business principles

Key business principles guiding Interior's operations are customer value, accountability, modernization and integration.
. LR2000 supports customer value by providing a record of past and current title and use authorization actions for our Nation's resources, a foundation that enables management decisions that ensure effective use of the resources.
. LR2000 supports accountability by collecting clear performance measures associated with use authorizations of our Nation's lands and minerals, providing reportable units via interface with the Bureau's Management Information System (MIS).
. LR2000 supports modernization by employing innovative resource enhancing strategies to facilitate the ongoing evolution of use authorization processes that rely on common, re-usable components in the management of our Nation's resources.
. LR2000 supports integration thru the identification and consolidation of "repetitive" processes among LR2000's component systems and other Bureau and partner systems to achieve economies of scale and enhance customer service/confidence.

LR2000 supports the Department's Strategic Plan for FY 2003 - FY 2008
The Strategic Plan is organized around the Department's principal mission areas: Resource Protection; Resource Use; Recreation; and Serving Communities.

. The Department's stewardship responsibilities involve the complicated task of determining where, when, and to what extent renewable and non-renewable economic resources on public land should be made available. LR2000 supports Resource Use by providing land status data (improving the Department's information base) and a record of land and mineral resource authorizations (ensuring effective lease and permit management) for the Nation's public lands, providing management with the appropriate and timely information to effectively promote/manage resource protection and use while sustaining a dynamic economy. With the Nation experiencing unprecedented demands for oil, natural gas and coal, employees of the Department make daily decisions that affect the well being of our nation and quality of life of our citizens (effectively manage and provide efficient access and development/production). As a national major application, LR2000 provides the tools/data (improved technical assistance) to enable the BLM to field a highly skilled, accountable, modern, functionally integrated, and citizen-centered results oriented workforce (improved resource management and stakeholder satisfaction).

. Resource Use - Manage resources to promote responsible use and sustain a dynamic economy.
. Energy - Manage or Influence Resource Use to Enhance Public Benefit, Promote Responsible Use, and Ensure Optimal Value
. Strategy 1: Effectively manage and provide for efficient access and development
. Strategy 2: Enhance responsible use management practices

. Strategy 3: Optimize value through effective lease and permit management
. Strategy 4: Improve information base, information management and technical assistance
. Non-Energy Minerals - Manage or Influence Resource Use to Enhance Public Benefit, Promote Responsible Use, and Ensure Optimal Value
. Strategy 1: Effectively manage and provide for efficient access and production
. Strategy 2: Enhance responsible use management practices
. Strategy 3: Optimize value through effective lease and permit management
. Strategy 4: Improve information base, information management and technical assistance

How does it support the strategic goals from the President's Management Agenda?

Strategic Management of Human Capital

LR2000 supports making government citizen-centered, by providing citizens with direct access to records of BLM land and mineral transactions via the Internet. Citizens are no longer required to travel to BLM Public Rooms to obtain access to the information. Information is centralized in digital form and easily accessible for reporting and distribution, while consolidating system administration activities. To ensure that BLM records are as complete and accurate as possible, data management plans are being implemented across the agency, recording the case knowledge of retiring employees. LR2000 is helping BLM DOI improve overall customer service, performance and citizen satisfaction, while improving customer confidence in the information they receive.

Competitive Sourcing

While the processing and management of use authorizations represented in LR2000 are inherently government processes, LR2000 supports improving and expanding competition, by utilizing competitive performance-based contracts for systems design, development and maintenance.

Improved Financial Performance

The LR2000 interconnections with BLM's Collection and Billing System (CBS) and Management Information System (MIS) support timely and accurate financial transactions involved with the management of Federal lands.

Expanded Electronic Government

LR2000 supports the advancement of the E-Government strategy by providing citizens with direct access to records of BLM land and mineral transactions via the Internet. LR2000 is contributing to improving DOI's use of the Web and moving to a comprehensive enterprise-wide E-Government business organization. An E-Government Strategy Review is currently underway to identify each of the LR2000-related business processes that are initiated by customers and by BLM officials, to serve as candidate processes for electronic transactions. The LR2000 System is participating in the efforts to identify common business lines for exploring common IT solutions (aggregate cost savings from shared process solutions). LR2000 is providing the capability for capturing and displaying BLM's land and mineral case data in an electronic environment with the potential for multi-agency consideration, reducing the costs of managing Federal lands.

Budget and Performance Integration

LR2000 is providing the capability to track performance measures associated with the management of BLM's land and mineral cases. LR2000's interconnection with the Management Information System is providing DOI BLM managers with the reportable performance units accomplished at each level of the organization, providing a crucial component in achieving accountability and performance-based budgets.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

U.S. Department of Agriculture
Department of the Interior

How will this investment reduce costs or improve efficiencies?

BLM conducted a post deployment Cost Analysis, resulting in the identification of an annual savings of $600,000. This savings is primarily from the reduction in staffing required to maintain a centralized system, instead of previously partially distributed legacy systems.

Investment in the LR2000 System provides:

. Capturing and displaying of Federal land and mineral case data in an electronic environment,
. DOI BLM Managers with timely and complete case information for consideration in land use management decisions,
. Citizens with readily accessible records of Federal land and mineral transactions. Information is in digital form and easily accessible for reporting and distribution,
. Opportunities to reduce costs of managing federal lands,
. Improved customer confidence in the information they receive,
. Opportunities to improve use of the Internet and move to a comprehensive enterprise-wide E-Government business organization,
. Opportunities to identify common business lines for exploring common IT solutions.

This is being re-analyzed as part of FY2005 Operational Analysis.	
List all other assets that interface with this asset.	
DOI BLM - Automated Fluid Mineral Support System (AFMSS) DOI BLM - National Integrated Land System (NILS) DOI BLM - Protection & Response Information System (PRIS) DOI BLM - Facility Asset Management System (FAMS) DOI BLM - Collection and Billing System (CBS) DOI BLM - Management Information System (MIS) DOI MMS - MRM Financial Accounting System (FAS)	
Have these assets been reengineered as part of this investment?	Yes
SUMMARY OF SPENDING FOR PROJECT STAGES	

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	1.562
BY 2007 Total, All Stages Resources:	1.562
Life Cycle Total, All Stages Resources:	29.722

National Integrated Land System (NILS)

BLM-National Integrated Land System (NILS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Bureau of Land Management
Budget Account Number	010-04-1109
Account Name	Management of lands and resources
Account number of any other budget accounts funding this investment:	N/A
Program Activity	4550 - Land and Resource Information System
Name of Investment	BLM-National Integrated Land System (NILS)
Full UPI Code	010-04-01-02-01-0404-00-117-057

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.
The National Integrated Land System is a Service-First initiative of the Bureau of Land Management (BLM) and the U.S. Forest Service (FS). The Project Charter was signed in March 1999 by the four Project Sponsors, Jack Arthur, Director, IRM and Jack Craven, Director, Lands, for the Forest Service and Gayle Gordon, Assistant Director, IRM and Pete Culp, Assistant Director, Minerals, Realty & Resource Protection, for the Bureau of Land Management. The NILS Project is directed and managed by the BLM and FS in partnership with a consortium of other federal, state and local governments, and other interested parties active in the fields of surveying and parcel management. The BLM, FS, and Consortium, in cooperation with Environmental Systems Research Institute (ESRI) is developing a common data model (based on Federal Geographic Data Committee (FGDC) standards) and a toolset for managing land records in a Geographic Information System (GIS) environment. The data model and toolset fulfills BLM and FS core business requirements critical to meeting the common mission objectives of both agencies. Deployed as a national system, NILS facilitates the collection, management and sharing of survey and title record information (OMB Circular A-16 lead responsibilities) across all levels of government and the private sector while protecting and enhancing current investments in cadastral data. GeoCommunicator, the first NILS module, was deployed in June 2001. The first release of the Survey Management and Measurement Management (SM/MM) modules was deployed September 30, 2002. The second release of SM/MM occurred on November 21, 2003. The first release of the Parcel Management (PM) module was deployed on September 30, 2003. Subsequent releases of both SM/MM and PM occurred in FY 2004. The NILS BY 2007 continuing investment was approved by DOI Investment Review Board (IRB) on March 4, 2005.
How does this investment support your agency's mission and strategic goals and objectives?
The National Integrated Land System (NILS) is a joint project between the BLM and the USDA Forest Service in partnership with states, counties, and private industry to provide business solutions for the management of cadastral records and land parcel information in a Geographic Information System (GIS) environment. The goal of NILS is to provide a process to collect, maintain, and store survey and parcel-based land information that meets the common, shared business needs of land title and land resource management (OMB Circular A-16 lead responsibilities). The BLM and Forest Service vision is to make parcel-based land information available for managers, specialists and the public in an organized automated system. NILS provides other federal agencies, our partners and the public with better tools for efficient multiple-use management of the national forest and public lands. NILS provides the user with tools to manage land records and cadastral data in a Field-to-Fabric manner. The user is able to exchange data between field instruments and the enterprise database, manipulate this data into lines and points, and create legal land and parcel descriptions to be used in mapping and land record maintenance. Data and information are accessible via the Internet for research and analysis.(www.geocommunicator.gov) NILS involves the development of a common data model that unifies the worlds of surveying and GIS. This unification is fundamental for land records managers and maintainers of cadastral mapping databases to improve the accuracy and quality of the data to create standard land descriptions and cadastral data that can be used by anyone. NILS is also providing spatial functionality for a number of BLM's alpha numeric applications such as the Protection and Response System (PRIS), the Facilities Asset Management

System (FAMS) and the Automated Fluid Minerals Support System (AFMSS). NILS is also providing the USGS National Map with a graphic representation of the Public Land Survey System and federal surface management agency.

OMB Circular A-16, revised August 19, 2002, designated DOI's Bureau of Land Management as the lead agency for:

Federal Land Ownership Status:
Federal land ownership status includes the establishment and maintenance of a system for the storage and dissemination of information describing all title, estate or interest of the federal government in a parcel of real land mineral property. The ownership status system is the portrayal of title for all such federal estates or interests in land.

Public Land Conveyance (patent) Records:
Public land conveyance data are the records that describe all past, current and future right, title and interest in real property. This is a system of storage, retrieval and dissemination of documents describing the right, title and interest of a parcel.

Cadastral:
Cadastral data describes the geographic extent of past, current, and future right, title, and interest in real property, and the framework to support the description of that geographic extent. The geographic extent includes survey and description frameworks such as the Public Land Survey System as well as parcel-by-parcel surveys and descriptions.

The NILS project provides a system of storage, retrieval and dissemination of the previously identified efforts that OMB Circular A-16 has designated for the BLM. In addition to having a transactional application to maintain these data sets, NILS also provides public access to this data via the Internet at www.geocommunicator.gov.

NILS supports the Department of the Interior's mission:
The U.S. Department of the Interior mission is to protect and manage the Nation's natural resources and cultural heritage; provide scientific and other information about the resources; and honor its special responsibilities to American Indians, Alaska Natives and affiliated Island Communities. NILS supports this mission by providing geospatial records of the extent of the Nation's land and mineral ownership and use authorizations.

NILS supports the Secretary's vision

The Secretary's vision for effective Interior program management focuses on conservation, cooperation, consultation and communication.
1. NILS supports conservation of our Nation's land and its resources by providing geospatial records of past and current activities authorized on public lands.
2. NILS supports cooperation in terms of interaction, collaboration and partnerships with others by providing Internet access to geospatially display of federal land ownership records and interfaces to other Bureau systems to facilitate the exchange of data in support of the management of our Nation's resources.
3. NILS supports consultation with others to provide geospatial records of the most current information associated with the use of our Nation's resources.
4. NILS supports communication to reach out to others in the geospatial display and exchange of information relevant to the use authorizations of our Nation's resources.

NILS supports the DOI Strategic Goals:

Resource Protection and Resource Use -
NILS provides a spatial representation of the nation's public lands. Data to support the geometry is linked to the GIS data. Survey data, parcel data, status, and ownership are available for analysis via the Internet. The NILS tools provide management with the appropriate information to effectively manage resource protection and use.

Recreation:
The data in NILS provides accurate and reliable sources of information to create recreation maps and provide data to Internet sites.

Serving Communities:
The NILS requirements and specifications were determined in a public environment which included not only federal government representatives, but with technical experts from state, county and community governments. The NILS data model, when employed by others, provides the excellent service of cadastral and parcel data exchange. With the rapidly expanding private use of lands and growing human habitats, this is an excellent community outreach.

NILS supports the DOI IT Strategic Goals:

Interior's Information Architecture - modeling the Departmental and bureau business enterprise and future technical direction. NILS has been correlated with the Bureau Architecture at a high level. The Analysis phase

provides the information to allow the NILS modules to be correlated, in more detail, to the lower levels of the Architecture.

IT Security - assuring continuous information to Interior customers especially for mission critical systems.
NILS application and data security is divided into 3 levels:
1. System - access and security measures applied to the National Information Resources Management Center (NIRMC) computer system.
2. Users' local computer - local computer and office security
3. Application - The NILS applications and data require an additional security screening. Also, NILS employs various user access levels, assigned by responsibility. NILS has implemented the BLM Application Security System (BASS2), which is a component-based security module. BASS2 manages user passwords and access to BLM web-based applications and provides a reusable module to replace the application-specific login procedures.
4. NILS received its Certification and Accreditation on September 30, 2003 and a Re-Accreditation is pending review and approval by the BLM. Certification and Accreditation was submitted for approval on April 4, 2005.

NILS supports the BLM's mission and all the strategic goals for managing the public lands by providing an accurate, reliable and unique earth-based reference for its resources. This provides the foundation for decision-making, analysis and management to meet the requirements of BLM's mission and goals:
1. Preserve Natural and Heritage Resources
2. Understand the Condition of the Public Lands
3. Restore At-Risk Resources and Maintain Functioning Systems
4. Provide Opportunities for Environmentally Responsible Recreation
5. Provide Opportunities for Environmentally Responsible Commercial Activities
6. Reduce Threats to Public Health, Safety and Property

E-government - providing customer-centric services, information, and products using the Internet, the World Wide Web, and other electronic media. A major concept of NILS is "Field to Fabric". From data collection to final product, NILS provides a BLM, Intranet-based work environment in which data and transactions are handled electronically; data analysis and retrieval are available to managers via the Intranet; GeoCommunicator provides a data and task information sharing environment for the BLM and public.

Capital Planning and Investment - aligning mission and program technical requirements with budget formulation and execution of IT capital investment acquisitions. The NILS planning and investment requests are aligned with the Bureau's land management Mission and Goals - to provide the best available technology at minimum investment to accomplish business responsibilities

How does it support the strategic goals from the President's Management Agenda?

NILS supports the President's Management Agenda of:

--Expanded Electronic Government
1. NILS has re-engineering BLM's cadastral surveying and land records management business rules and business processes by converting human and computer legacy methodologies to state-of-the-art, Intranet-based, computerized, transactional environments.
2. BLM's cadastral and land records data is available to customers via the BLM Intranet and the Internet. Data, which is deemed public by the BLM such as Oil and Gas Leases, Mining Claims and Cases Affecting Land Status, is viewable by government and public customers on the interactive website http://www.geocommunicator.gov/GeoComm/index.html

--Strategic Management of Human Capital
1. The application is an enterprise-wide application to be used by the entire BLM. This eliminates redundancy in data storage and collection, standardizes the way BLM conducts business and provides more accurate and consistent products. The enterprise-wide solution to the business processes improves worker efficiency, eliminates the cost of outmoded and multiple systems and, in creating more favorable results, enhances customer satisfaction.
2. NILS has implemented the BLM's cadastral and land records business rules in a work flow process. The workflow ensures that the right person is doing the right job at the right time by controlling access to job tasks, by specifying levels of authority for work and approvals and by prescribing the correct order of tasks related to business processes.

3. Specifically, NILS addresses the above Government-wide areas of the President's Management Agenda by:
--Working in partnership with federal, state, county and local governments and the public to develop a business process method to collect, maintain and store parcel and survey-based information that meets the needs of the widest possible spectrum of land title and resource providers and customers.
--Capturing BLM cadastral and land and mineral records management business rules and tasks in software, which replaces multiple, redundant application of business rules in to one, unique way of doing business.
--Representing a sound business case which, in eliminating computer application and data storage redundancies and improving efficiencies, makes best use of human capital and saves money.
--Making the best use of existing, commercial software. Approximately 80% of NILS requirements are met by and contained in purchased software.
--Providing the public and other agencies with access to the electronic representation of the PLSS, federal surface management agency records and land and mineral use records for use with GIS

--Re-engineering survey management and parcel management. The manual business tasks are re-engineered into a computerized GIS environment and eliminate current manual environments
--Creating a common, Bureau-wide, centralized depository of land and mineral use records management data. This provides a one-point data access for managers and customers which reduces redundant activities and data storage.
--Providing Managers with timely and complete information.
--Standardizing methods of cadastral and parcel data analysis
--Implementing E-Government process which Provide citizens with truly user-friendly access to BLM land record and survey data (via the Internet). Information is in digital form and easily accessible for reporting and distribution and for analyzing in a GIS
--Reducing the costs of managing federal lands through implementation of enterprise-wide business processes.
--Improving customer confidence in the information they receive. NILS public data is easily available via the Internet.
--Providing a greater employee focus on performance by improving the work environment - tasks are automated; users are not be required to be software experts; tasks are sequenced and tracked by a Work Flow Manager
--Improving the BLM 's use of the Internet/Intranet and moving to an enterprise-wide, e-business organization
--Providing the public with Mining Claim, Oil and Gas lease, Cases Affecting land Status, Surface Management Agency and land Survey data via the Internet

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

The BLM and U.S. Forest Service, through an Interagency Agreement, are working with states and counties and private industry to develop a common data model and software tools for the collection, management, and sharing of survey data, cadastral data, and land records information. The BLM is also displaying USFS data through GeoCommunicator and providing these layers for use in The National Map. The Minerals Management Service (MMS) and Bureau of Indian Affairs (BIA) participated in the requirements definition. Additional bureaus in DOI could potentially use the NILS application and/or data for land records management. Other federal agencies such as the Fish and Wildlife Service and National Park Service and Bureau of Reclamation are providing data for display in the federal land stewardship site of GeoCommunicator. BLM also has an Interagency Agreement with the USGS National Map for exchanging data and BLM is providing graphical representations of the Public Land Survey System, Federal Land Ownership Status and Land and Mineral Use Records for use of the National Map. GeoCommunicator data is registered through the Geospatial One-Stop portal.

BLM is the lead for this initiative.

How will this investment reduce costs or improve efficiencies?

NILS reduces costs and improves efficiencies by being the foundation for other GIS resource information and providing decision support for land use planning and land use allocation decisions. NILS also reduces costs by providing a graphic representation of the Public Land Survey System, Federal Land Ownership Status and Land and Mineral Use Records in a seamless coverage that is available to the public via the Internet.

NILS has four modules, Survey Management, Measurement Management, Parcel Management, and GeoCommunicator. These modules represent re-engineered business processes that deal with managing survey and land records from "field to fabric". By automating complete business processes, BLM is able to replace these outdated processes with automated processes. This is improving the quality of BLM's land and title information, and providing this information to the public via the Internet. The following is a brief summary of these modules and the business processes that are automated:

Survey Management: An integrated set of automation objects that are being embedded into compatible survey data collection software packages. This is supporting the capture of measurement features and metadata directly into a GIS database format. The goal is to minimize the need for data conversion and re-construction as measured features are incorporated into the land records management system and to improve the quality of BLM's land information. This is improving the efficiency of BLM's Survey Program and providing a higher quality data to the public.

Measurement Management: Allows users to produce a new feature coordinate solution by performing a weighted planimetric-geodetic adjustment according to the qualitative characteristics of individual feature elements in the working set. This enables users to create a higher-quality control network database for both PLSS, and metes and bounds land environments. This greatly increases productivity and time required to process survey data and conduct data quality reviews.

Parcel Management: Provides a process for managing land records and cadastral feature data stored in the database model. It provides custom feature classes, tools, and procedures for editing land records in a transactional, history-tracking environment. Support is provided to allow users to construct and edit legal description fabrics, and to create required parcel fabrics from them. Parcel fabrics may include ownership, land use rights, tax assessment, and others. This module enables BLM to automate land records management and improve the quality of data provided to the public via the Internet. This improves record keeping efficiency, provide digital data, and improve data quality.

GeoCommunicator: A proactive Internet subscription (no fee) Web site for sharing information about data and activities of interest to land managers. Map navigation and content filters allows users to discover information that meets their needs such as available parcel data, upcoming surveys, and potential cost-sharing partners. The

goal of the GeoCommunicator is to provide a portal to BLM's GIS information in order to facilitate data sharing and collaborative efforts among land managers. This reduces redundant data collection; improves data sharing and potential partner slips. BLM's NILS metadata is also being registered with the Geospatial One-Stop Portal (www.geodata.gov) so that this data is discoverable that way as well.

List all other assets that interface with this asset.

NILS is providing spatial functionality for a number of BLM's alphanumeric systems and providing a system of storage, retrieval and dissemination of graphic representations of these systems' data.

The primary link is with BLM's LR2000 system (September 30, 2003), which stores land and mineral use records and case attribute information. Links also include the Facilities Asset Management System (FAMS), the Protection and Response Information System (PRIS) and the Automated Fluids Minerals Support System (AFMSS). Additional systems will be linked in the future, including Financial and Business Management System (FBMS) and the BLM's Automated Fluid Minerals Support System.

Have these assets been reengineered as part of this investment?	Yes

SUMMARY OF SPENDING FOR PROJECT STAGES

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	1.759
BY 2007 Total, All Stages Resources:	1.759
Life Cycle Total, All Stages Resources:	36.209

IT Support for Resources and Minerals Land Use Planning (ePlanning)

BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Bureau of Land Management
Budget Account Number	010-04-1109
Account Name	Management of lands and resources
Account number of any other budget accounts funding this investment:	010-04-1116
Program Activity	1610-Resource Management Planning
Name of Investment	BLM-IT Support for Resources and Mineral Land Use Planning (ePlanning)
Full UPI Code	010-04-01-07-01-0409-00-117-057
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	

The ePlanning investment is a single-source spatial-content management system approach to creating, managing, sharing, reviewing, and reusing land management and National Environmental Policy Act (NEPA) information in accordance with Federal Enterprise Architecture (FEA) data standards for eXtensible Markup Language (XML). Textual and related spatial information is created and shared in an enterprise environment using the Internet, Geographic Information Systems (GIS), and dynamic content management technologies. Although created primarily to support the Bureau of Land Management (BLM) land use planning process, ePlanning is flexible enough to support a range of projects for any federal agency. These products include, but are not limited to: Environmental Assessments, Environmental Impact Statements, land use plans, resource management plans, rules and regulations, scholarly papers, or permitting applications.

The fundamental concept behind the ePlanning system is the ability to create and sustain spatial and text land information in a single centralized system. To maximize search ability and encourage data reuse. The system provides a dynamic and interactive link between textual information such as land management decisions, descriptions of alternatives, desired future conditions, public input, and the geospatial data supporting and describing the text. The system provides both federal agency and public users with Web-based content enabling them to read textual information, submit comments, and view maps related to the data. Spatial data is served in a centralized database using commercial off the shelf (COTS) GIS software, the content repository and work flows are managed by (COTS) enterprise content management, and the XML authoring and publishing by (COTS) authoring and publishing software. Custom code overlays the COTS, which together enable work flow, aligned with business practices, security based on user roles, and seamless creation of seamless documents which can be several thousand pages in length and not impact stability or performance.

Internally, agency project team leads, editors, and resource specialists can perform the following tasks:
1. Write, edit, share, review and approve project text;
2. Manage project content;
3. Create multiple documents;
4. Publish documents to the web, paper, or CD-ROM; HTML version contains full interactivity between textual and geographic data;
5. Post public comment form on the HTML version of the document;
6. Submit, view, track, assign, code, group, summarize and respond to public comments;
7. Create a National Archives and Records Administration (NARA) compliant administrative record for use in the BLM/DOI Records Management System;
8. Incorporate GIS data used in the State and Field Offices, and other Internet map services; and
9. Establish a single-source database of reusable content for future post-project activities such as implementation, monitoring, plan amendments and maintenance, permitting, etc.

ePlanning is built around a central content repository within which all content is stored. A suite of ePlanning applications based on customized COTS products allow the user to query, save, retrieve, create, publish and reuse data. The applications range from content management (supporting creation and editing of text and spatial data) to comment review and analysis (supporting the creation, tracking, and analysis of public comments) to publishing (supporting output of digital formats -HTML and paper formats -PDF). The repository is implemented using a commercial relational database management system (RDBMS).

ePlanning is managed as a Department of Interior portfolio project. The Bureau of Land Management is the Managing Partner for ePlanning. ePlanning conforms to and supports the Department of the Interior (DOI) and Bureau of Land Management Strategic and Performance Plans, as well as the DOI's Enterprise Architecture (FEA). Costs of information technology (IT) security are explicitly incorporated into the life cycle planning of the entire system, and IT security of ePlanning is periodically reviewed and evaluated as part of the Department of the Interior's Capital Planning and Investment Control (CPIC) process.

The ePlanning Project plan < Information Technology in Support of Resource, Minerals and Land Use Planning [E-Gov for Planning and NEPA (ePlanning)] Project Plan> was initially reviewed and approved by the BLM Assistant Director, Renewable Resources and Planning (WO-200) on April 1, 2001.

This project plan details the project's Risk Management Plans, Change Control Management (CCM) procedures and Performance-Based Management Systems (PBMS).

The project's risk planning process (also see: Risk Inventory and Assessment section):
1. Identified risk
2. Performed a risk analysis (qualitative and quantitative)
3. Adjusted the project plan based on the quantitative analysis
4. Developed the "Risk Response Plan"
5. Details the "Risk Monitoring and Control Process"

As described in the ePlanning plan, Change Control Management (CCM) is as follows:
1. Investment/project's business and technical change process integrates with the Agency Enterprise architecture (EA) governance process, including documentation of the PRM, BRM, SRM, and TRM
2. Project-level changes are addressed in the Integrated Project Team (IPT) governance process.
3. All major changes are then integrated into the Investment Review Board and Budget processes for "re-baselining" approval.

The PBMS (see Performance-based Management System section) follows the earned value management (EVM) ANSI/EAI 748 standards. The project's EVM process has the following key elements:
1. Scope is based on an approved Scope of Work (SOW) and documented WBS
2. Scope control is based on defined CCM Process, using EA and IPT processes
3. Costs are based on an Agency approved Financial (Budget) Plan
4. Financial cost records are traceable to the Agency's official financial records.

The current baseline for development of ePlanning Version 2.0 has been approved by BLM and the DOI. The proposed schedule has been developed after a major update of user requirements by the government Subject Matter Experts and Integrated Team, including contractors. The rebaseline has been fully vetted through the system owner, sponsor, and then approved within BLM by the IT Investment Board (ITIB). The DOI Investment Review Board (IRB) approved the rebaseline request.

ePlanning is in mixed state. The project released an operational Version 1 in April 2003, and is managing that version in O&M (steady state). Collection of requirements and design for version 2 began in 2004, and Development on Version 2.0 began in 2004. Version 2.0 is in DME state until deployed in February 2008, when it will replace and soon thereafter retire Version 1. Operations of pilot software led to many lessons learned and refinements, so requirements were revised in June 2005. The developers acknowledged that several COTS tools had emerged that needed to be considered given the requirements that were expressed. It was determined that addition of COTS would reduce operating and maintenance costs, and be the only way to meet user needs, so the Version 2.0 system design will be revised. Version 2.0 software is in the Control Phase as of July 2005. Release 2.0 will be on a new Oracle database platform with the most crucial of user needs met, as prioritized by the Executive Steering Committee and User Group and the ePlanning Steering Committee.

How does this investment support your agency's mission and strategic goals and objectives?

Successful completion of land use plans is critical to accomplishments identified in the Department's Strategic Plan within the mission areas: Resource Protection; Resource Use; Recreation; and Serving Communities. Land use planning is the foundation for all natural resource management decisions, including use authorizations such as rights of way, leases, and permits.

(1) Protect the Nation's natural, cultural, and heritage resources.
Providing cultural and historic information via the Internet assists in protection of the Nation's natural, cultural, and heritage resources, involves the public as required by NEPA, and improves decision-making. ePlanning provides the public with a spatial representation of the nation's cultural resources, where allowable. The ePlanning tools provide land managers with appropriate and timely data and information such as land allocations and potential conflicts to propose management alternatives and make effective management decisions.

(2) Manage resources to promote responsible use and sustain a dynamic economy.
In support of the National Energy Policy ePlanning provides the mechanism to update land management plans systematically to accelerate and improve the quality of plan information and decisions. The ePlanning tools provide Bureau management with appropriate access to information to identify opportunities for resource use (energy, non-energy minerals, forage, and forest products) and effectively manage those resources while

promoting responsible use. ePlanning also gains BLM efficiencies in NEPA requirements for publishing and public review reducing time to complete land use plans

(3) Provide recreation opportunities for America.
The data in the ePlanning system provides accurate and reliable sources of information of recreational opportunities on public land and management of those lands through the land use planning process and implementation. ePlanning allows recreation uses to be analyzed by land management decision makers and the public so lands can be allocated for multiple or constrained uses.

(4) Serve communities.
Communities depend on reliable planning by federal agencies for consistent and dependable economic growth. Through ePlanning, communities have 24/7 access to land use allocation decisions that directly affect their economy. Collaboration for developing land use allocation decisions under NEPA and access to decisions derived from the planning process may serve the communities well.

ePlanning provides an invaluable commodity for government to citizen and government to government services by web-enabling the process of doing land use planning, as well as placing the geospatial data behind land use plans in a transparent, online system. Efficiently publishing land use planning content on the internet, in turn, increases the accountability of our land use planning process, as the assumptions made in the process are documented and stored in a database that can be referenced years after the planning process, in a living document. Tools to make the business of land use planning more efficient, collaborative, and citizen-centered via a Web-based medium helps the Department achieve the goals outlined in the Strategic Plan. ePlanning serves as an effective community outreach tool.

The DOI Strategic Plan also cites an increasing rise in the demand for oil, gas, and coal. To meet these increased demands, the Department is a major participant in the National Energy Plan process by managing and providing appropriate access to development, reduce the cycle times of conducting plan reviews and permitting processes, and support access through reducing the backlog of rights-of-way and corridor requests. ePlanning supports this goal by hosting geospatial and textual data of a land use plan which in turn will serve as a basis for making leasing decisions using automation for years after the land use planning process. This data also allows DOI to continue its conservation practices, restore and mitigate damage from development, and reduce the environmental footprint of energy development.

ePlanning supports the BLM Strategic Plan (FY2000 - FY2005) and Operating Plan Through 2008:
ePlanning supports the strategic goals listed below by providing a means to efficiently store, access, process, and distribute spatial data and information; manage all planning and NEPA activities; create and maintain planning and NEPA content authored by a variety of interdisciplinary specialists; create digital integrated documents designed to encourage and facilitate BLM partner participation; allow for the submission of substantive public comments through issues education; automatically assemble and electronic record of administration with transactions tagged with descriptive metadata; and create multiple output products in various media.

The ePlanning project supplies tools and technology-enhanced workflows that help to meet the following BLM Strategic Plan goals and objectives:

1.0 Serve Current and Future Publics
1.1 Provide Opportunities for Environmentally Responsible Recreation
1.2 Provide Opportunities for Environmentally Responsible Commercial Activities
1.3 Preserve Natural and Cultural Heritage Resources
1.4 Reduce Threats to Public Health, Safety, and Property
1.5 Provide Land, Resource, and Title Information
1.6 Provide Economic and Technical Assistance

2.0 Restore and Maintain the Health of the Land
2.1 Understand and Plan for the Condition and Use of the Public Lands
2.2 Restore At-Risk Resources and Maintain Functioning Systems

The BLM Operating Plan calls for completing land use plans on an accelerated schedule (Time Sensitive Plans) with funds specifically appropriated by Congress to do so.

Management Strategies to Improve Organizational Effectiveness
By supporting land use planning and revision of existing plans, the ePlanning tools enable the Bureau to meet the above goals related to land health and use. When plans are not current, no new use authorizations are allowed (such as logging, coal mining, oil and gas etc.). This inability to authorize use dramatically reduces the agency's ability to provide opportunities that the public demands.

ePlanning supports the BLM Annual Performance Plan, Activity based Costing, and 2004-2008 Operating Plan
The Annual Performance Plan identifies measures in support of the goals in the BLM Strategic Plan (shown above).

Land use planning is tracked by the Department of Interior's Activity Based Costing Management.

The BLM Operating Plan calls for and Intermediate Outcome: Management Plans: Percent of BLM acres covered by resource management plans based on land use plan evaluations.

ePlanning supports the BLM IT Strategic Plan
The BLM IT Strategic Plan contains three goals closely related to ePlanning:
- Improve Management of IT Assets. BLM selects IT applications that directly support the BLM Mission in accordance with the Bureau Enterprise Architecture. ePlanning is being managed as a project and is evaluated periodically in accordance with this goal.
- Enhance the Transformation of Data in to Knowledge. ePlanning creates standards and procedures that govern the creation, protection, and interpretation of data that is used in decision-making, and documents decisions related to the BLM Mission. ePlanning creates geographic and narrative data and metadata, and encourages sharing of information over the Web.
- Support the BLM Mission by Increasing the Effectiveness and Timeliness of Service Delivery and Effectiveness of its Human Capital. ePlanning delivers value to BLM employees and the public by expediting communication and data sharing over the Web, and establishing an electronic record. As some plans get tens of thousands of public comments, the tools in ePlanning reduce the workload of employees who must review and respond to each sender, and carefully document the concerns associated with the plan.

ePlanning supports the Secretary's 4 Cs Initiative
The Secretary of Interior has outlined a 4 Cs (Conservation, Cooperation, Consultation, Communication) initiative for improving effectiveness of program management and accomplishing the Department's mission. The "4 Cs" reflect the Secretary's goal of involving others, including communities, partners, customers, contractors, volunteers, and stakeholders in carrying out our mission by actively working with them, and obtaining feedback and input on our program and business processes, plans, and practices. The "4 Cs" effectively applies to all aspects of the Department's mission. The ePlanning project fulfills the goals of the "4 Cs" initiative as follows:

- Conservation: ePlanning identifies land use decisions that support goals and objectives for specific uses of the land. ePlanning also ties decisions to the geography of the land and conservation efforts to protect natural resources.
- Cooperation: ePlanning allows for DOI, the public, and cooperating agencies to partner together in writing, work flow management, and administration of the land use planning process and associated NEPA analyses. The integrated, digital document format of this application, and the comment analysis module, provide a means for the public to submit comments during public comment periods, particularly more substantive comments through issues education and pre-categorizing of content subject. This functionality allows for comment submissions to relate directly to text and to locations on the ground.
- Consultation: The publication module of ePlanning allows for data and information to be input once into a database that can generate multiple "output" products - the paper document, the interactive document (Web/CD-ROM-based), and presentation materials. These publication materials can then be used to efficiently consult with partners within and outside of the Department of Interior to exchange information and gather knowledge that will most effectively guide the management of public lands through the land use planning system.
- Communication: ePlanning provides for a Web-based means of allowing our cooperators, partners, stakeholders, and the general public to communicate (issues, concerns, data, feedback, etc. in both document and map form) electronically throughout the planning process (2-4 years), and makes those communications part of the public and administrative record, access federal geospatial data assets contained within DOI NEPA and other environmental documents.

How does it support the strategic goals from the President's Management Agenda?

ePlanning is a tracked Management By Objective (MBO) item because it supports the Presidents Management Agenda (PMA). While ePlanning contributes to five areas of the PMA, it is most closely related to electronic government. The ePlanning project meets these goals by providing fast and inexpensive access to land use planning and NEPA geospatial data assets in a single location and helps make state and local spatial data assets more accessible. In addition, citizens can manipulate spatial data/information without further Bureau involvement, thus increasing the value of the business process. This effort ultimately promotes collaboration, reduces duplicative efforts, saving money, and forms cost-sharing partnerships. ePlanning addresses the three principles of E-Government: citizen centered (through on-line mechanisms to view, manipulate, and comment on planning and NEPA analysis); results-oriented (by providing measurable improvements for citizens by bring land use planning into the digital medium); and market-based (via the use of COTS and the active promotion of innovation).

ePlanning accomplishes the first three of the four PMA goals above by providing a Web-based portal for easy location of planning and NEPA content, documents and maps, enabling information to be shared via the Internet between collaborators, stakeholders, citizens, and partners in the project or land use planning process, and automating the work flow processes of land use planning by providing common project management and spatial analysis tools for planning teams.

Finally, ePlanning is results-oriented because the outcomes of the ePlanning project are directly aligned with the expected results of E-Gov, as outlined in the PMA:
1. Provide high quality customer service regardless of whether the citizen contacts the agency by phone, in person, or on the Web;
2. Reduce the expense and difficulty of doing business with the government;

3. Cut government operating costs;
4. Provide citizens with readier access to government services;
5. Increase access for persons with disabilities to agency Web sites and E-government applications, and;
6. Make government more transparent and accountable.

ePlanning lends itself to making government more transparent and accountable by publishing reusable land use planning data and decisions on the Internet and allowing citizens to access and analyze that data. While the data can be reused for subsequent actions such as environmental assessments, it also stores decisional information for future access under cumulative impact assessments

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

BLM is the DOI Managing Partner for this project within the Department's IT Portfolio. ePlanning is a multi-agency, collaborative project.

The BLM and U.S. Forest Service, through an Interagency Agreement, have worked to implement the ePlanning software for five planning efforts in the US Forest Service (USFS) Region 5 forests. The BLM is also coordinating with 6 DOI Bureaus in the area of NEPA and land use planning. The U.S. Geological Survey has been approved to implement ePlanning as a tool to publish large research documents that incorporate GIS data in support of the US Army Corps of Engineers. The US Air Force piloted ePlanning and demonstrated its use for base planning activities. DOE has provided a $150,000 grant to develop analytic capabilities for decision support. Bureaus within the Department of the Interior that are using, leveraging, or providing assistance to BLM include the National Park Service, U.S. Geological Survey, Fish and Wildlife Service, Bureau of Indian Affairs, and Minerals Management Service. There is potential for use in OSM and BOR. BLM is working closely with the Council on Environmental Quality (CEQ) to develop this system for use throughout the federal government as a planning and NEPA tool. The Department of Energy and Argonne National Labs are developing a grant proposal to assist with building ePlanning decision support tools.

How will this investment reduce costs or improve efficiencies?

The project will build software that will be shared with other Agencies who need not pay for development, only operations and maintenance. ePlanning has a mature ROI (Return on Investment) analysis since it has piloted in 5 locations. The BLM ROI is calculated at over 2.0, and other Bureaus and Agencies will find their ROI exceeds the benefit ration depending on the number of users, applications, and their requests for additional configuration or development and support. ePlanning will reduce costs and improve efficiencies by providing tools that makes writing, editing, managing, publishing and serving text and map data and public comment tools to government agencies and the public easier. The ePlanning project re-engineers parts of the planning and NEPA process to make it easier and more efficient for the projects such as interdisciplinary (ID) teams to create, review, and update the planning documents. The project or planning documents are automatically entered into a standard format without having to do a lot of data conversion. Because of the "Integrated Digital Document" concept, the ePlanning project ensures that project publications are "living" documents. Project content and document maintenance and evaluation will be made easier, and public land stakeholders will find it easier to participate meaningfully in the planning process, which will ultimately create more transparency and accountability for the agencies' decision-making process. Under the auspice of eGovernment mandates, developing centrally will reduce redundancy and the need for individual offices to pay different contractors for "custom solutions."

The high cost of printing color maps in the past will no longer limit the number of maps referenced in a document. Color maps can be displayed online at little extra cost, and the information used for decision making will be more public. Maps can be placed on a CD-ROM for the few printed copies that are made. This may reduce the cost of FOIA requests.

The use of the Internet allows any and all BLM employees to access the data needed for performing their jobs without traveling to a central location to work with a team. The USFS estimates that their planning projects may save up to $120,000 on travel costs for large projects. It is estimated that for every person on a Project Teams mailing list who elects to not receive a printed copy by mail will save agencies $120 each. Agencies are likely to reduce printing by between 1,000 and 2,500 copies, totaling savings of $120,000 to $300,000 on printing and mailing alone for each project. Saving of public burden hours searching for information, finding particular topics in a document (ePlanning has a search tool), and wait time for receipt of mailed documents is significant (one to three weeks for each person), but difficult to quantify and cost.

Finally, interactive communication with the public, which has traditionally been limited to printed documents, paper maps, or "flat" PDF versions of electronic maps (vs. "live" query-able interactive maps) are greatly improved upon via the automation of the project or planning process and access to the Internet. The development of the "common look and feel" improves the BLM image and increase customer and stakeholders' efficiencies while reviewing, searching, and commenting on RMP documents.

List all other assets that interface with this asset.

Specifically, existing assets have been built into ePlanning by reuse of code, configuration of the system, integration of COTS, and structuring the data. Where applicable and desirable, the systems from which these components have been reengineered as a result. In the case of Geo Communicator and Geospatial One Stop, the components were reengineered once they were in ePlanning to address specific requirements, and the improvements were then integrated into those original systems.

1. Geospatial Systems: ePlanning interfaces with most agencies' E-GIS and commercial ArcGIS geospatial

processing (including ArcMap, ArcCatalog, ArcSDE and ArcIMS) software and hardware investments, and relational databases. The E-GIS hardware platform was re-configured to accommodate ePlanning data requirements and processing needs (minimal adjustments were needed. Deployment scheduled were changed, data needs identified, and data standards/data models were identified as essential for the future). The E-GIS and ePlanning projects coordinate schedules so that ePlanning tools are deployed to planning locations when needed. Other agencies will need to schedule deployment based on data and hardware/telecom availability.

2. Existing planning-related applications whose functionality will be included in ePlanning include Turbo NEPA, as well as CARAT (Computer-Assisted Resource Assessment Tool).

Previously developed solutions were integrated (code reused) into the ePlanning solution to perform specific functions as follows:
a. Selected Custom Applications and Programming Code
- BLM GeoCommunicator design
- "Interactive Document" code previously developed for Chugach National Forest Pilot Project
- Data model for comment tracking and analysis developed by U.S. Forest Service Comment Analysis Team (CAT)
- Geospatial Onestop Map Viewer
b. COTS Software
- Informix for GIS
- Oracle
- Internet Explorer and Netscape
- ArcGIS Enterprise Suite
- I Planet Web Server (IBM) (possible)
- Apache Tomcat
- Microsoft Word (anticipate v. 2003 with xml capabilities)
- Adobe (for editing PDF files)
- Documentum Enterprise Content Management System
- Arbortext XML authoring and publishing systems
- ICF Consulting Commentworks (possible)

ePlanning also has a strong link to or maintains data compatibility with:
1. E-Government. ePlanning has a very strong E-GOV component with its outreach to BLM's multiple publics for comment and analysis in a collaborative environment.
2. eAuthentication, ePlanning will integrate eAuthentication technology and standards as it becomes available. One proposed module for ePlanning is to include the capacity for secured comment submission through the ePlanning portal and verify/identify the source of comments.
3. E-Rulemaking/Federal Docket Management System. EPA's E-Rulemaking team will collaborate to share research, user requirements, data standards, and application technology with ePlanning, and to avoid duplication. In future phases, comment letters (data) may be exchanged.
4.OCS Connect/Public Connect, MMS's OCS Connect and ePlanning will share technology where possible, focusing on comment submission, comment management, Content Management, and GIS map integration.
5. National Integrated Land System (NILS), with its four major modules (GeoCommunicator, Survey Management, Measurement Management, and Parcel Management). Map viewers are being shared and source code being built upon between systems. Data can be shared between systems through map services on the web.
6. GeoSpatial OneStop. ePlanning publications, data and metadata will be geographically discoverable through GeoSpatial OneStop (Geodata.gov).
7. Web Redesign. ePlanning will coordinate with any web redesign at the BLM, DOI, or interagency level in order to increase compatibility and greater public use of the information made available (or used) by ePlanning.
8. E-GIS: The E-GIS project will provide the geospatial data foundation for the ePlanning project under the GSA Smart Buy program. A critical component of the E-GIS project is the recommended GIS System Architecture for the BLM. Another component of E-GIS project that is critical to ePlanning is the DOI enterprise licensing with ESRI. This contract with provides the COTS software needed to implement ePlanning.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0.953
BY 2007 Maintenance Resources:	0.047
BY 2007 Total, All Stages Resources:	1.000
Life Cycle Total, All Stages Resources:	18.200

Automated Fluid Mineral Support System (AFMSS)

BLM-Automated Fluid Mineral Support System (AFMSS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Bureau of Land Management
Budget Account Number	010-04-1109
Account Name	Management of lands and resources
Account number of any other budget accounts funding this investment:	N/A
Program Activity	1310 - Oil and Gas Management
Name of Investment	BLM-Automated Fluid Mineral Support System (AFMSS)
Full UPI Code	010-04-01-03-01-0417-00-107-021

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

The Automated Fluid Minerals Support System (AFMSS) is a bureau-wide Fluid Mineral (oil, gas, geothermal and helium) authorized use and inspection/enforcement workload support system of the Bureau of Land Management (BLM). The Project was chartered in May 1993. AFMSS core data includes leases, agreements, wells, production, approvals of operations, Bond and Surety information, and operator compliance. AFMSS consists of three primary components, the AFMSS server based Internal Functionality, the tablet or notebook based Hand-held application, and the Well Information System (WIS-SP) using eForms technology. Originally, the Automated Fluid Minerals Support System (AFMSS) was a single system utilizing 31 separate databases, 10 of which have been identified as containing Indian data. BLM has re-architected the original AFMSS system into two separate instances -- non-Indian AFMSS (NIAFMSS) and the Indian AFMSS (IAFMSS). NIAFMSS contains 21 of the original 31 databases that do not contain any Indian data. In contrast, IAFMSS contains the remaining 10 databases that do contain Indian data. These two instances are located on separate servers. The following is a brief description of each of these components:

1. AFMSS server based Internal Functionality (Oil, Gas and Geothermal Lease Operations on Federal and Indian Trust Lands, Post-lease Operational Approvals, Well and Facility Data, Inspection and Enforcement Data, Undesirable Event (Spills), display of Bond and Surety information from LR2000, and Display of Minerals Management Service (MMS) collected well production data (OGOR). Also included is data on customers (producer/operators). A number of reports supporting BLM business requirements are also included on a Field Office, State Office and National basis. Also included are features to control security access and a variety of administrative functions.

2. The Handheld component of AFMSS has limited functionality to support the drilling inspection functionality of the Server based AFMSS application and is run on notebook or tablet computers running the Windows XP operating system and the Handheld Visual Basic application. The handheld application allows Field Offices to increase inspection presence by capturing data in the field. This reduces manual data entry by allowing automatic uploads from the field devise to the main database. The data is stored in an Access data base as part of the Visual Basic application. This application is used to gather and record information in the field. Handheld can be connected to the network in the office using an Advanced Encryption Standard (AES, 256 bit encryption) connection to the network and AFMSS Citrix application server to upload the new data from Handheld to the AFMSS application and data base, download the AFMSS well information and inspection data, and synchronize the Handheld data with the AFMSS data (i.e. add new well information that AFMSS may get from WIS- SP using eForms). A User ID and password is required to access the Hand-held application. Data uploaded back to AFMSS is also user ID and password controlled.

3. Well Information System (WIS-SP) subsystem. BLM's Well Information System (WIS-SP) is an existing AFMSS subsystem that is comprised of web-based well permit/report eForms and an underlying Federal onshore well database that is derived from AFMSS. WIS-SP includes four forms: 1.) Notice of Staking, 2.) Application for Permit to Drill or Reenter, 3.) Well Completion or Re-Completion Report and Log and, 4.) Sundry Notices and Reports of Wells. These forms can be submitted containing Trust data. The data on the forms relates to compliance and production information. The forms do not contain any financial information. The WIS-SP module resides behind BLM's firewall, and Secure Gateway (Netcontinuum) and is used to support electronic commerce (E-Government) well permit/report submissions and approvals between BLM and our customers who include the

oil and gas industry, permit agents, other Federal agencies and state governments. WIS-SP users access the WIS-SP using eForms technology from the internet and have limited public access requiring authentication by certificate with a user ID and password (or Smart Card and PIN in the future). WIS-SP uses a batch job nightly to upload data to AFMSS and during this process, AFMSS is off-line.

4. The AFMSS/LR2000 interconnect involves read only ODBC queries for display only. This interconnect eliminates redundant data entry between AFMSS and the two LR2000 systems for commonly used data sets.AFMSS/LR2000 Bond and Surety (B&S) interconnection allows the BLM bond data to be accessed by AFMSS for conducting bond reviews as they relate to wells, entering relationships to well information in AFMSS, and Bond Abstract and Case Recordation (CR) Serial Register lease and agreement information. LR2000 will be able to access AFMSS well and bond review information from the Bond and Surety view update screen. BIA bond and case information will only be entered and viewed in AFMSS.

5. AFMSS is interconnected with and dependent on the BLM Application Security System version 2 (BASS2) which controls all user access to AFMSS. Access is controlled through BASS2 with user ID and password (in the future Smart Card and PIN number).

6. The Minerals Management Service, Financial Accounting System interconnect to AFMSS consists of a weekly data exchange that includes production information from MMS to AFMSS, and updated well reference information from AFMSS to MMS. There is on-line read only access to AFMSS, through BASS2, for approximately 200 MMS users.

The AFMSS BY 2007 continuing investment was approved by DOI Investment Review Board (IRB) on March 3, 2005.

Over 1000 BLM personnel access AFMSS on a daily basis, while nearly 400 lessee/operators access WIS-SP. These personnel are located in 31 Field Offices and 9 State Offices, supporting Fluid Mineral program activities on Federal lands. This activity includes oil and gas, geothermal and helium operations on the National Forests (USFS), Indian Trust Management lands (allotted, tribal and BIA) and other Federal lands including the National Petroleum Reserves (DOE) and military reservations (DOD).
Approximately 200 MMS Financial Accounting System users also have read only access to AFMSS.

AFMSS supports BLM's authorized use regulatory well permitting/reporting and field operations inspection/ enforcement workload processes through a Citrix-based, centralized client-server environment and through the laptop/tablet based Hand-held application.

The initial modules of AFMSS were deployed in 1996 and have been improved by numerous system enhancements. The electronic commerce capability for the Fluid Minerals program was established with the deployment of the AFMSS WIS module in 2000. AFMSS WIS was upgraded to WIS-SP using the eForms technology (which uses overnight batch jobs to upload data to AFMSS) in October 2004. To date, WIS and WIS-SP has supported the electronic submission of over 35,000 well permits and reports from over 600 oil and gas industry trading partner operators.

In summary, AFMSS facilitates the collection, management and sharing of oil and gas, geothermal and helium authorized use regulatory well permits/reports and field operations inspection/ enforcement data across Federal onshore operations. AFMSS users include BLM, and MMS (read only). AFMSS is considered business critical to support Bureau's ability to meet the requirements of the President's National Energy Policy

How does this investment support your agency's mission and strategic goals and objectives?

AFMSS supports the Department of the Interior's Mission

The U.S. Department of the Interior mission is to protect and manage the Nation's natural resources and cultural heritage; provide scientific and other information about the resources; and honor its special responsibilities to American Indians, Alaska Natives and affiliated Island Communities. AFMSS supports this mission by providing use authorization and associated inspection/compliance support for the Nation's natural resources.

AFMSS supports the Secretary's Vision

The Secretary's vision for effective Interior program management focuses on conservation, cooperation, consultation and communication.

1. AFMSS supports conservation of our Nation's land and its resources by providing a record of past and current activities authorized on public lands.

2. AFMSS supports cooperation in terms of interaction, collaboration and partnerships with others by providing access to AFMSS and interfaces to other Bureau and Department systems to facilitate the exchange of data in support of the management of our Nation's resources.

3. AFMSS supports consultation with others to provide the most current information associated with the use of

our Nation's resources by providing access to AFMSS and full data exports to our partners in land management.

4. AFMSS supports communication to reach out to others in the exchange of information relevant to the use authorizations of our Nation's resources.

AFMSS supports the Secretary's key business principles

Key business principles guiding Interior's operations are customer value, accountability, modernization and integration.

1. AFMSS supports customer value by providing a record of past and current use authorization and inspection / enforcement actions for our Nation's resources, a foundation that enables management decisions that ensure effective use of the resources.

2. AFMSS supports accountability by collecting clear performance measures associated with use authorizations and inspection / enforcement actions on our Nation's lands and minerals, providing reportable units via interface with the Bureau's Management Information System (MIS).

3. AFMSS supports modernization by employing innovative resource enhancing strategies to facilitate the ongoing evolution of use authorization and inspection / enforcement processes that rely on common, re-usable components in the management of our Nation's resources.

4. AFMSS supports integration thru the identification and consolidation of "repetitive" processes among AFMSS component systems and other Bureau and partner systems to achieve economies of scale and enhance customer service/confidence.

AFMSS supports the Department's Strategic Plan for FY 2003 - FY 2008:

The draft Strategic Plan is organized around the Department's principal mission areas: Resource Protection; Resource Use; Recreation; and Serving Communities.

1. The Department's stewardship responsibilities involve the complicated task of determining where, when, and to what extent renewable and non-renewable economic resources on public land should be made available. AFMSS supports Resource Protection and Resource Use by providing a record of mineral resource use authorizations and inspection / enforcement activities for the Nation's public lands, providing management with the appropriate and timely information to effectively promote/manage resource protection and use while sustaining a dynamic economy. With the Nation experiencing unprecedented demands for oil, natural gas and coal, employees of the Department make daily decisions that affect the well being of our nation and quality of life of our citizens (effectively manage and provide efficient access and development/production). As a national major application, AFMSS provides the tools/data (improved technical assistance) to enable the BLM to field a highly skilled, accountable, modern, functionally integrated, and citizen-centered results oriented workforce (improved resource management and stakeholder satisfaction).

2. AFMSS supports Serving Communities by providing use authorization and inspection / enforcement information from our Nation's mineral estate cases. As the Internet expands, there will be an increasing demand for online government services. WIS-SP currently supports electronic commerce capabilities for use authorization business processing which results in support for serving communities and industry. WIS-SP supports the Department's Strategic direction for improving Trust Management and providing opportunities for ecommerce.

AFMSS directly promotes the achievement of the agency mission goal of Resource Use and the agency end goal of Manage resources to enhance public benefit, promote responsible use, and ensure optimal value.

The following table illustrates how the AFMSS investment directly supports BLM's agency mission, strategic goals and objectives. Please note for the table below, BLM's agency mission, strategic goals and objectives are described in columns 1, 2 and 3 and AFMSS support toward these criteria are described in column 3 in italics font.

DOI Goal BLM Mission Goal Long-Term Goal
1. Protect the environment and preserve our Nation's natural and cultural resources

01.03 Preserve natural and cultural heritage resources

AFMSS currently provides both tabular and spatially oriented oil and gas resource activity data that may be needed in critical management actions in areas determined at risk. Through AFMSS additional enhancements will improve oil and gas resource data quality, timeliness, and workload processing resulting in improved management actions that may involve oil and gas exploration and development in a manner that protects the environment and preserves our Nation's natural and cultural resources.

3. Manage natural resources for a healthy environment and a strong economy

01.02 Provide opportunities for environmentally responsible commercial activities

AFMSS provides mission critical capabilities that support BLM's well permit processing and will thereby greatly aid BLM to complete the goals as described. In addition, AFMSS supports inspection and enforcement workload processing thereby ensuring oil and gas activity on Federal lands is conducted in a manner to meet land health standards and to minimize liabilities. These projects are critical insofar as performance to meet these goals through the primary role of BLM's oil and gas program.

01.04 Reduce threats to public health, safety, and property

AFMSS provides business-processing support for orphan and idle well liability reviews (shut-in or temporarily abandoned wells [SI/TA]) and bond adequacy reviews. This is a very critical workload for BLM that moves to reduce threats to public health, safety and property through removing potential liability while BLM still has a principle responsible party to affect action on idle/inactive wells either by plugging, return to production, etc.

4. Provide science for a changing world

01.05 Provide land resource and title information

AFMSS underpins the Bureau's ability to provide oil and gas resource use recordation on the Internet or for use to determine the resource status/condition. Most importantly, these projects directly support conducting online (E-Government) business processing through electronic permitting capabilities with the public, Indian Tribes, State and other Federal agencies.

5. Meet our trust responsibilities to Indian Tribes and our commitments to island communities

01.06 Provide economic and technical assistance

AFMSS provides business-processing capabilities that are fundamental to work performed under the 638 contracts. The largest Trust activity in BLM is providing technical services for oil and gas development on Indian lands. Through these projects improved and/or re-engineered well permit and inspection and enforcement business processing capabilities will result to protect/enhance environmental values and minimize future liabilities on Indian lands.

AFMSS supports the DOI IT Strategic Goals:

1. Interior's Information Architecture - modeling the Departmental and Bureau business enterprise and future technical direction. AFMSS has been correlated with the Bureau Architecture at a high level. The Analysis phase provides the information to allow the AFMSS systems to be correlated, in more detail, to the lower levels of the Architecture.

2. IT Security - assuring continuous information to Interior customers especially for mission critical systems; AFMSS application and data security is divided into 3 levels:
a. System - access and security measures applied to the NIRMC computer system.
b. Users' local computer - local computer and office security
c. Application - The AFMSS applications and data require additional security screening. Also, AFMSS controls user access, assigned by responsibility.

3. AFMSS was originally Certified and Accredited on September 30, 2003 and was Re-Accredited on February 17, 2005.

4. E-government - providing customer-centric services, information, and products using the Internet, the World Wide Web, and other electronic media. WIS SP currently provides Internet access to external customers requesting use authorization actions involving the public lands. The BLM ITIB has approved an enhanced AFMSS G2B E-Permit E-Government initiative to provide end-to-end full automation of BLM's Fluid Mineral authorized use business process using the AFMSS WIS-SP system as the foundation. This initiative will enable public users to submit batch volumes of electronic well permit / report applications with ease and monitor the status of such transactions.

5. Capital Planning and Investment - aligning mission and program technical requirements with budget formulation and execution of IT capital investment acquisitions. The AFMSS/WIS-SP operation and maintenance are aligned with the Bureau's land management Mission and Goals - to provide the best available technology at minimum investment to accomplish business responsibilities.

How does it support the strategic goals from the President's Management Agenda?
AFMSS supports the President's Management Agenda of competitive sourcing, strategic management of human capital, improved financial accountability, expanded e-government and budget and performance integration by: 1. Capturing BLM's use authorization and inspection/enforcement business rules and tasks in software, 2. Re-engineering use authorization and inspection/enforcement; the manual business tasks will be re-created in

a computerized GIS and other software support environments and eliminate the current manual environment,

3. Improving a Bureau-wide, centralized repository of authorized use and inspection/enforcement data. This will provide a one-point data access for managers and customers,

4. Managers will have timely and complete information with which to monitor and

5. Standardizing methods of use authorization and inspection/enforcement data analysis,

6. Providing industry and the public with improved access to BLM resource data (via the Internet). Information will be in digital form and easily accessible for reporting and distribution,

7. Reducing the costs of managing federal lands.

8. Improving customer confidence in the information they receive,

9. Providing a greater employee focus on performance by improving the work environment - tasks will be automated; users will not be required to be software experts; tasks will be sequenced and tracked by a Work Flow Manager, and

10. Improving the BLM's use of the Web and moving to an enterprise-wide e-business organization.

AFMSS specifically supports five key tasks of BLM's Implementation Plan of the President's National Energy Policy Act (NEP) which include:
1. BLM will identify ways to expedite the process of approving Applications for Permit to Drill. This includes identifying and implementing process improvements, utilization of information technology (IT) to greatly facilitate more efficient well permit processing through electronic commerce with industry and regulatory agencies as well as greatly improved National Environmental Policy Act (NEPA) analysis capabilities through utilization of Geographic Information System (GIS) technology. (BLM NEP Task 8).

2. BLM will enhance inspection and enforcement capabilities to ensure that inspections are completed and lessee/operators are notified of corrective action requirements in a timely manner to ensure that the public resources are protected (BLM NEP Task 41).

3. BLM will look for opportunities to improve and streamline the management of the NEPA process for all energy resource proposals with all surface-management bureaus, offices, and affected agencies (BLM NEP Task 36).

4. BLM will issue guidance to ensure meaningful consultation with Federally recognized Tribal governments when assisting in the development of Tribal energy resources; when implementing energy tasks which might affect trust resources and treaty rights; when energy tasks might affect areas on public land of concern to Tribal communities; or when developing energy-related regulatory policies on matters that significantly or uniquely affect Tribal communities (BLM NEP Task 39).

5. BLM will explore other regulation and policy change relative to liability and reclamation, including the lease assignment approval policy and process, and the orphan well policy relating to legacy wells. BLM will also consider a single bond and common stipulations for both lease and related off-lease facilities and roads (BLM NEP Task 7).

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

AFMSS is a multi-agency initiative. The Minerals Management Service, Financial Accounting System is interconnected to AFMSS. This interconnection consists of a weekly data exchange that includes production information from MMS to AFMSS, and updated well reference information from AFMSS to MMS. There is on-line read only access to AFMSS, through BASS2, for approximately 200 MMS users.
The Interconnection Security Agreement Between Bureau of Land Management and Minerals Management Service dated March 2004 describes the well e-permit project coordination between the agencies.

How will this investment reduce costs or improve efficiencies?

BLM conducted a post deployment return on investment report for AFMSS in February 28, 2000. The report identified four major areas of cost reduction or improved efficiency:

Data Integrity. The quality controls associated with AFMSS have significantly improved the accuracy of the data. System error detection has proved effective in achieving a level of accuracy above the level possible under the former systems. AFMSS eliminated hard copies of applications. All the data is stored in a database and updated in a timely manner. The system can generate hard copies of applications on an as-needed basis.

As part of the AFMSS project, the Bureau cleaned up, standardized, and collected data to be used in the new system. This data will be usable long after the life cycle for the AFMSS effort is over. As a result, there will not be a required data clean up or collection for the system following AFMSS. Hence, a residual value for benefit of the data is applied.

Data Sharing. Benefits to other federal and state agencies were measured. Data can easily be made available to MMS as well as other states the Bureau partners with in the regulation of the oil and gas industry. The cost of manual generation from several sources was reduced by an integrated system. The quality of data in 1999 was over 95 percent in most offices. This integrated system avoids the manual effort and integration of data for sharing.

Processing. AFMSS provides access to complete data processing at a site or customer location for applications. AFMSS eliminated the time consuming task of determining acceptable or unacceptable applications. The travel was $35,000 in 1993, while there were no travel costs in 1999. AFMSS also eliminated extensive manual file searches necessary to complete the processing of an application.

Prompt and easier access to the application data via AFMSS has improved the Bureau's ability to monitor lessee's compliance with terms of the agreement, and improved monitoring of areas to avert serious environmental problems and costly solutions to those problems. After an application is approved, the Bureau tracks and monitors all activities (i.e., the activities for competitive oil and gas leasing). These activities involved a complex, paper-laden workload and were manually transmitted to MMS. The updating of manual files and copy for distribution was eliminated via AFMSS.

AFMSS has made it possible to compile and manipulate data into management reports, which were not feasible using the manual system. This expanded reporting capability is used to perform trend analyses that enable the Bureau to identify, at an early stage, the types of changes in applications requiring reassignment of staff or redistribution of resources. Customers also have benefited from trend analyses with more reliable data for long range planning. The reporting of accomplished workloads helps to accurately project for future planning. The legacy environment was imprecise and mostly a manual effort. The response time was reduced to numerous inquiries regarding the application or compliance monitoring activity and reduced the Bureau staff's ability to provide more pressing service to other federal agencies, customers, or the public. In the former environment, the typical query time exceeded several minutes to check the manual records and provide a reply. AFMSS reduced the query response times because the majority of the data required for an inquiry is contained in the system and accessible throughout the Bureau via the network.

Improved Service. Many of the benefits now seen in the AFMSS were not anticipated in the 1993 Project Plan. AFMSS is seeing a number of increased benefits due to application functions driven by user demands not anticipated in the original plan or requirements. These benefits included increased data quality from edits and data conversion processes, improved data access through Bureau networks, and removal of manual data backup and distribution processes.

Also unanticipated was the increased number of users, both internal and external, now using AFMSS on a daily basis. Estimates of the number of users in 1993 were low. Although the size of the Bureau staff has been reduced since 1993, we are seeing an increase in the number and types of AFMSS users. There is an increasing number of Bureau users outside the oil and gas staff such as lands staff (oil and gas related ROW's) and increased management or oversight-level users. MMS also has increased the number of users by at least 25 percent, and more are expected in light of the reengineering effort. Recently, we have seen an increase in users within state and tribal governments as well as commercial data venders.

In addition, AFMSS has seen a number of unanticipated functionality improvements. These increased improvements have been driven by user change requests as well as program office-level directives to address weaknesses in the field such as re-vitalization of the inspection and enforcement program, increased attention to orphan and abandoned well liability and bond level review, and increased efficiency of application processing for improved customer service.

The AFMSS Handheld module has allowed field inspectors to bring up current data on laptops and tablets. They have available to them a copy of data from the AFMSS data base while making field inspections at the well sites, processing applications on the site, and entering information into AFMSS while they are on site making inspections. This capability increases the accuracy in recording information and in making expedient decisions with all the necessary information available on site. This expedites transactions with the well operators.

The WIS-SP subsystem provides well operators with electronic reporting capabilities over the internet for 4 well reports. This provides more timely information and expediting of the well permit authorization process and the report submission process. Costs of processing are reduced over manual processing. For security control this information is batch processed nightly into AFMSS.

Future investments in AFMSS will continue to reduce costs or improve efficiencies by:

1. Coordinate and normalize business process improvement and IT support with other Department agencies, specifically the Minerals Management Service for Offshore well permit/report processing;

2. Leverage previous electronic standards partnership work from oil and gas industry, government and the American Petroleum Institute (API).

3. Sustain and greatly leverage the very productive continuous improvement environment that exists within the

AFMSS O&M environment. Utilize existing knowledge management equity that has been derived to reduce costs and improve efficiencies as a result of recent insights and experience.

In summary, the AFMSS Project management and owner/sponsor must take effective and proactive IT management action to ensure that the oil and gas program achieves a much higher level of performance as required by the National Energy Policy. To reach this next higher level of performance will require aggressive steps as described above that will result in cost reduction and improved efficiencies as intended.

List all other assets that interface with this asset.	
DOI MMS - MRM Financial System DOI MMS - OGOR (Monthly Well Production Reporting) DOI BLM - Management Information System DOI BLM - Legacy Rehost 2000 - Case Recordation System DOI BLM - Legacy Rehost 2000 - Bond & Surety System DOI BLM - National Integrated Land System DOI BLM - Well Information System electronic forms (WIS-SP) via batch processes overnight	
Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	1.220
BY 2007 Total, All Stages Resources:	1.220
Life Cycle Total, All Stages Resources:	17.406

Incident Qualification & Certification System (IQCS)

BLM-Incident Qualifications and Certification System (IQCS)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Bureau of Land Management
Budget Account Number	010-04-1125
Account Name	Wildland Fire Management
Account number of any other budget accounts funding this investment:	N/A
Program Activity	2810-Wildland Fire Preparedness
Name of Investment	BLM-Incident Qualifications and Certification System (IQCS)
Full UPI Code	010-04-01-02-01-0420-00-104-008
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	
IQCS is an interagency application that tracks incident responder certifications and provides workforce analytics for Wildland Firefighters from multiple entities (BLM, USFS, BIA, FWS, NPS, TNC). Major functions performed are: 1. Repository Management for qualification and certification requirements related to incident response positions 2. Training Administration for class schedules, student registration , course descriptions, learning objectives, pre-course requirements, and class participation information 3. Workforce Analytics that accurately reports the disposition, status, and deficiencies of positions throughout the incident response community 4. Certification History and Currency Tracking including: positions, position performance, training, and physical fitness status The National Wildfire Coordinating Group (NWCG) sanctioned the IQCS Information Engineering Investment Study in October 20, 1999 as its guide for identifying requirements and future actions. The study found that multiple redundant systems in the Department of Interior (DOI), Department of Agriculture (USDA), and the individual States created inefficiencies and difficulty in tracking Firefighter Qualifications and the dispatch of those Firefighters to incidents. Based on the findings of the Investment Study, in June 2001 NWCG chartered the IQCS Acquisition and Design phases with BLM as the lead agency. As part of the Charter an RFI and RFQ was completed for solution selection. Bearing Point was chosen as the contractor for completion of the Design phase with options for Construction and Implementation. Work was initiated on the Design phase April 30, 2002 and completed September 30, 2002. Work on Construction began Oct 01, 2002 and completed Oct 31, 2003. Work began on the Implementation Phase November 01, 2003 and was completed on July 14, 2004. The IQCS 2007 continuing investment was approved by DOI Investment Review Board (IRB) on June 22, 2005. The success of the Federal fire mission depends on the Incident Qualification and Certification System (IQCS) information. IQCS is a critical function for managing the Wildland fire program's risk, primarily in the areas of health, life safety, and legal liability. This project designed and implemented a system that migrated data from the DOI Mainframe Shared Applications Computer System (SACS) that managed qualifications for the Bureau of Land Management BLM, Fish and Wildlife Service FWS, National Park Service NPS, Bureau of Indian Affairs BIA; it integrated 160+ separate Oracle databases managed by individual Forests in the US Forest Service USFS, and provided the ability to incorporate data from each of the 50 States qualification systems. IQCS now provides the functionality of a single interagency application that allows the sharing of Wildland Firefighter training and certification data across all involved agencies (BLM, NPS, BIA, FWS, and the USFS). IQCS also provides All Risk (i.e. oil spills, HAZMAT, hurricane response, etc.) tracking functionality to other personnel that perform emergency response duties.	
How does this investment support your agency's mission and strategic goals and objectives?	
Mission (GPRA) Justification Component: The Incident Qualification and Certification (IQCS) Program information directly supports two of the five DOI Government Performance Reporting Act (GPRA) mission goals. The goals are as follows: Goal 1: "Protect the environment and preserve our nation's natural and cultural resources." This qualification and	

certification system ensures that only qualified individuals are assigned to protecting the environment and preserving our nation's natural and cultural resources. This protection responsibility is a primary mission for the Bureau as well as the Department of the Interior.

Goal 3: "Manage natural resources for a healthy environment and strong economy." This system ensures that only qualified individuals are assigned management roles in the oversight for natural resources to ensure the health of the environment. These management activities are conducted by individuals qualified and certified to conduct wildland fire suppression activities as well as prescribed burns and fuels reduction management activities.

Presently, there are three (3) non-networked incident qualification and certification systems in more than 100 locations being used by the wildland fire community. This redundancy has created data management problems for field units. There is high-level support from both senior management and the field for development of a single qualifications and certification system or systems that are interoperable which meets the needs of all participating agencies and the states. The success of the Federal fire mission depends on the Incident Qualification and Certification (IQCS) Program's information. IQCS is a mission essential system because it can mitigate the potential for loss of life, personnel injuries and fire management liability.

How does it support the strategic goals from the President's Management Agenda?

As per the Presidents Management Agenda the IQCS investment contributes directly to Competitive Sourcing, Strategic Management of Human Capitol, Improving Financial Performance, and Expanding Electronic Government.

1. Competitive Sourcing has been accomplished by evaluating and hiring Contract Staff for the Design and Construction of the investment. A feasibility study was performed which evaluated and ranked both in-house and external staff, and the greatest value was found to be through external staffing (depth of knowledge, flexibility of hours, cost).
2. Strategic Management of Human Capitol will be through the effective workforce management functionality inherently designed within the system. IQCS will be able to efficiently and easily generate forecasting and current availability of all workers within the Federal and State Fire system.
3. Improving Capital Performance is accomplished by combing multiple disparate platforms into one single operating system thereby reducing the physical overhead of hardware and software in addition to the resources necessary to operate them. This creates a year on year lower operating cost.
4. Expanding Electronic Government is contributed by the reduction of the manual and paper tasks necessary in the current system. All transactions will be available at all times through a Secure Internet Connection, each transaction will be documented and recorded electronically, and reports can be generated to track trends and forecasts in transactions.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

Yes this is a multi-agency investment. Bureau of Land Management is the Lead and Managing Agency. Parties involved are the Department of the Interior, Bureau of Indian Affairs, National Park Service, Fish and Wildlife Service, Bureau of Land Management, U.S. Forestry Service, Department of Agriculture, and National Association of State Foresters.

How will this investment reduce costs or improve efficiencies?

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1. Competitive Sourcing has been accomplished by evaluating and hiring Contract Staff for the Design and Construction of the investment. A feasibility study was performed which evaluated and ranked both in-house and external staff, and the greatest value was found to be through external staffing (depth of knowledge, flexibility of hours, cost).

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This project designed and implemented a system that migrated data from the DOI Mainframe Shared Applications Computer System (SACS) that managed qualifications for the Bureau of Land Management BLM, Fish and Wildlife Service FWS, National Park Service NPS, Bureau of Indian Affairs BIA; it integrated 160+ separate Oracle databases managed by individual Forests in the US Forest Service USFS, and provided the ability to incorporate data from each of the 50 States qualification systems. IQCS now provides the functionality of a single interagency application that allows the sharing of Wildland Firefighter training and certification data across all involved

agencies (BLM, NPS, BIA, FWS, and the USFS). IQCS also provides All Risk (i.e. oil spills, HAZMAT, hurricane response, etc.) tracking functionality to other personnel that perform emergency response duties.

The IQCS Definition Phase (Requirements Analysis Study) determined the best value (cost & functionality) solution to meet the fire community's business requirements. The chosen new IQCS system effectively combines the current platforms, thereby reducing the cross platform inefficiencies. (i.e.) multiple data entry, multiple training requirements, additional hardware requirements, etc.

As stated in the investment charter, "goals include: providing a thorough and comprehensive study of interagency incident qualifications and certification program requirements to:

1. explore the development of a best solution(s) for an interagency Incident Qualifications and Certification (IQCS) Program; so that:
2. interagency field units and personnel are better served; and investments in wildland fire IRM applications are optimized."

List all other assets that interface with this asset.	
ROSS (Resource Ordering and Status System)	
Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	1.137
BY 2007 Total, All Stages Resources:	1.137
Life Cycle Total, All Stages Resources:	16.427

Management Information System (MIS)/Collections and Billings (CBS)/Budget Planning System

BLM-Collections and Billings System (CBS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Bureau of Land Management
Budget Account Number	010-04-1109
Account Name	Management of lands and resources
Account number of any other budget accounts funding this investment:	010-04-1116, 010-104-1125
Program Activity	1820
Name of Investment	BLM-Collections and Billings System (CBS)
Full UPI Code	010-04-01-01-01-0421-00-402-124

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

With the implementation of the Financial and Business Management System (FBMS), the Management Information System (MIS) is scheduled for retirement within six months of full initiation by the BLM. The BPS module is scheduled for retirement within one year from FBMS full implementation by the BLM. This investment was originally submitted under the Management Information System/Collections and Billings System/Budget Planning System, and it was designed as a data warehouse to integrate financial, performance and workload measurement, cost management, collections and billings, budget and fund status, customer surveys, budget planning, and property, space, and vehicle systems. Because MIS and BPS are in steady state and will ultimately be retired, this submittal contains information related to the Collections and Billings System (CBS) as it will be interfaced with the FBMS.

CBS was designed to provide a single standard automated system for collection and billing functions that is simpler for the customer, provides Bureau of Land Management (BLM) management and staff with accurate and timely information on collections and receipts, minimizes the opportunities for errors, rapidly makes funds available for BLM and Treasury use, meets electronic funds transfer requirements, and updates field level data in real time within the Financial and Business Management System (FBMS) without additional manual actions. A cost benefit analysis for CBS was completed 04/30/1995. CBS was deployed October 1999 and is currently operational.

The system fully supports the President's E-Government initiative by enabling the public to purchase items from the BLM and by enhancing coordination with States and Indian organizations.

Capital planning has been an integral part of the investment since its inception. Although the system is fully operational, any costs for future enhancements will be tracked and approved by the Bureau's Investment Board, which is composed of senior BLM management. Operational costs are being tracked through the accounting system. All CBS costs are being tracked and monitored. Labor and operational costs, such as software and hardware costs, are recorded in the FBMS and are tracked on a daily basis. Reports are produced daily showing the cost incurred by the CBS. The CBS has a project leader and a staff of 10 individuals in an in-house interdisciplinary team to assure that the system is operating as designed, that the data is accurate, and that project costs are in line with estimates.

This investment has gone through the CPIC process, and was reviewed and selected for the 2007 portfolio by the DOI Investment Review Board (IRB).

How does this investment support your agency's mission and strategic goals and objectives?

The CBS investment has supported the BLM's mission and strategic goals and objectives by directly addressing an internal strategy delineated in the Bureau's FY 2000-2005 Strategic Plan: Goal 3.04 - Enhance the BLM's CBS to better monitor and manage performance. This internal strategy was designed to directly address and improve organizational effectiveness.

The BLM's CBS directly addresses the Key Business Principles - Value, Accountability, Modernization, and Integration - listed at the beginning of the Department's Strategic Plan. It also addresses or supports three of the five goals listed under Management Excellence in the Department's Strategic Plan:

Goal 2 - Accountability (Percent of managers satisfied with the availability and relevance of financial performance data).

Goal 4 - Integration (Percent of cost avoidance or efficiency improvement demonstrated in programs or work processes, and percent of business lines with shared processes, including systems, to eliminate redundancy and/or inefficiency.)

Goal 5 - Customer Value (Percent of external customers satisfied with services provided by the Department [survey results]).

Under "PMA - Strategies and Performance Measures" in the new DOI Strategic Plan, the BLM's CBS directly supports Strategy 2: Improved Financial Management, as well as the portion of Strategy 4 dealing with Citizen-Centered E-Government.

The CBS investment significantly supports the BLM's overarching strategic goals by giving both rank-and-file employees and managers at all levels of the organization accurate, up-to-date information on billings and collections. The BLM's strategic goals (which mirror the Department's strategic goals) in the Bureau's newly revised Operating [Strategic] Plan for FY 2004-2008 are as follows:

Resource Protection: Protect the Nation's natural, cultural, and heritage resources.

Resource Use: Manage natural resources to promote responsible use and sustain a dynamic economy.

Recreation: Provide recreation opportunities for America.

Serving Communities: Safeguard lives, property, and assets, and improve the quality of life for communities we serve.

The CBS plays a supporting role in enabling the BLM to meet its Government Performance and Results Act performance targets for all of the above-listed strategic goals. These BLM goals, in turn, relate and contribute directly to the Department's overarching strategic goals.

The Government Performance and Results Act of 1993 requires each agency to prepare an annual performance plan covering each program activity set forth in the budget of the agency. Annual performance plans must:
- establish performance goals to define the level of performance to be achieved by a program activity;
- express such goals in an objective, quantifiable, and measurable form;
- briefly describe the operational processes, skills and technology, and the human, capital, information, or other resources required to meet the performance goals;
- establish performance indicators to be used in measuring or assessing the relevant outputs, service levels, and outcomes of each program activity; and
- provide a basis for comparing actual program results with the established performance goals.

As noted above, the CBS enhances the BLM's ability to meet its annual performance targets for all of its mission goals (see listing above).

How does it support the strategic goals from the President's Management Agenda?

The CBS plays a key role in enabling the BLM to support several goals from the President's Management Agenda (PMA). First and foremost, the CBS supports the President's Management Agenda strategic goal for Financial Management Improvement. Specifically, it supports DOI Criterion 1, Meet Accelerated (November 15) Deadline For Audited Financial Statements. It also supports DOI Criterion 3, Accurate and Timely Financial Information, by producing accurate internal financial status and transaction reports for BLM managers within 24 hours of processing a financial event. Additionally, the CBS supports DOI Criterion 4, Provide Useful Financial and Performance Information, by (a) providing activity-based costing data, and (b) providing financial data that is updated nightly, thereby enabling virtually "real-time" management access and analysis.

The CBS also directly supports the President's Management Agenda strategic goal for Expanded Electronic Government to enhance the Federal government's value to the citizen through citizen-centered E-Government. The CBS supports the E-Government effort by providing a web-based application that offers customer services to the public through the Internet. Several examples include 1) a program that permits the public to purchase recreational permits online for the Lower Deschutes River Management Area - the Bureau is partnering with the State of Oregon's Park's Department and the Confederated Tribes of Warm Springs on this effort; 2) Arizona Aravaipa Recreation permits; and 3) General Land Office patents sales. The CBS receives the data from the public and sends data to the accounting system, the Department of the Treasury, and the BLM's partners.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
N/A
How will this investment reduce costs or improve efficiencies?
The CBS was designed to provide a single standard automated system for collection and billing functions that is simpler for the customer, provides the BLM management and staff with accurate and timely information on collections and receipts, minimizes the opportunities for errors, rapidly makes funds available for BLM and Treasury use, meets electronic funds transfer requirements, and updates field level data in real time within the FBMS without additional manual actions. Thanks to CBS data, the Bureau has become more efficient in presenting financial and Government Performance and Results Act data. Because of CBS, the Bureau has reduced its programming staff by 60 percent. The time to get meaningful financial reports has been reduced by 65 percent since financial data is now available the next day after the data has entered into the financial system. The Bureau estimates that over $3 million dollars was saved by implementing CBS by reducing the duplicative input into other systems that now CBS feeds and receives data from and by automating the many billings that BLM issues.
List all other assets that interface with this asset.
FBMS Interface, Oregon Lower Deschutes River Permit System Interface, Arizona Aravaipa On-Line Permit System Interface, General Land Office Interface, Rangeland Administration System Interface, Recreational Management Information System Interface, National Interagency Fire Center Interface, Land and Resources Project Office Interface, Land and Resources Project Office Mining Claims Interface, Lands and Reality Authorization Module Interface, Interagency Payment and Collections Interface, Bar Coding Interface, E-commerce for LR2000 Filing Fees Interface, Workload Measures Interface, and Alaska Land Information System. Have these assets been reengineered (changed) as part of this investment? No

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	1.565
BY 2007 Total, All Stages Resources:	1.565
Life Cycle Total, All Stages Resources:	34.698

Wild Horse and Burro Program System (WHBPS)

BLM-Wild Horse and Burro Program System (WHBPS)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Bureau of Land Management
Budget Account Number	010-04-1109
Account Name	Management of lands and resources
Account number of any other budget accounts funding this investment:	N/A
Program Activity	1060 - Wild Horse and Burros
Name of Investment	BLM-Wild Horse and Burro Program System (WHBPS)
Full UPI Code	010-04-01-03-01-0427-00-117-057
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	

This investment is in the Control (development) Phase of the BLM CPIC process. The continuation of Wild Horse and Burro Program System was approved by the DOI Investment Review Board (IRB) on June 8, 2005. A rebaseline of the project was approved by the BLM ITIB on June 23, 2005.

The Bureau of Land Management (BLM) is directed by the Wild Free-Roaming Horse and Burro Act of 1971 (Public Law 92-195), as amended, to manage wild horses and burros as part of the natural system of the public lands, and to ensure humane care of excess animals through their capture, removal, shipment, and adoption. Later legislation (Public Rangelands Improvement Act, Public Law 95-514) provides additional Bureau responsibilities, including removal and disposal of excess animals, and transfer of title of adopted horses and burros to individual citizens.

The existing Wild Horse and Burro Information System (WHBIS) does not address all the business processes and requirements of the Wild Horse and Burro Program, and therefore forces users to rely heavily on paper records. Five separate applications exist but are not well linked to one another. The application is not implemented consistently throughout the Bureau, and each office has its own databases. Finally, the software product that provides the ad hoc query capability of the system is no longer supported by the vendor, which presents a risk of system degradation and sudden emergency development requirements. Beginning in FY 02 we have undertaken a replacement of the legacy application,.

The purpose of this investment is to re-host existing functions and add additional functions to provide more effective automation support to all components of the Wild Horse and Burro business process that offer positive returns on the investment. The redesign of a comprehensive Wild Horse and Burro Program System (WHBPS) was approved by the BLM's IT Investment Board (ITIB) on June 11, 2002, after successfully passing through the Bureau's IT Investment Proposal process and full Business Case development. The latter included detailed investment planning, alternatives analysis, and estimation of Return on Investment in conformity with OMB Circular A-94. The system was also presented to, and approved by, the Department's Investment Review Board on August 2, 2002. Approval by the ITIB was conditioned on 12 stipulations that required certain coordination actions, updating the ROI analysis, and completing a fully-resourced project plan. These actions all were taken by May 2003, and the ITIB approved entering the Control Phase of the CPIC process on August 7, 2003.

To minimize risk and ensure that useful products are delivered within the available funding, the WHBPS is being designed and implemented through an iterative process. A national user team, which includes representatives of three Federal agencies, was established early in planning and has made major progress on re-engineering business processes and defining user requirements for the WHBPS. The first of three planned business process re-engineering workshops was conducted in March 2003 by the Bureau Enterprise Architecture Team's Business Process Reengineering Laboratory (BPR Lab). Results were compiled in the Bureau-standard architecture modeling tool, System Architect, and are now an integral component of the Bureau Enterprise Architecture. The second workshop, in June 2003, continued the BPR efforts and began an intensive activity to define user requirements. A third user workshop, held in September 2003, provided detailed review of draft user requirements, forms and reports, and a prototype of the user interface, referred to as the "screen prototype". With the selection of a development contractor in late- FY 2004, work began on finalizing the Version I requirements. A User Group meeting was held in December 2004 to review prototype screen designs for Version

I. User requests were captured and the project team is in the process of incorporating those requests that are feasible for Version I and identifying those related to subsequent versions.

The Data Management Group of the BLM System Coordination Office, working with the Bureau Enterprise Architecture Team, has performed automated quality profiling of all national and most State Wild Horse and Burro data bases. The Data Management Group developed a conceptual data model for Wild Horse and Burro business activities. After user team review, they created a detailed logical data model. Their current version of the logical data model was reviewed by the user team, and is maintained in System Architect as part of the Bureau Enterprise Architecture. In line with DOI-preferred technologies, the WHBPS project is using Oracle for the system database. Physical database design has been completed and implemented by the development team. Application work is underway through development of style guides, preliminary coding and further identification of related business rules.

Rapid prototyping (the screen prototype) continues to be used to ensure that user requirements are properly identified and can be conveyed accurately to a design and development contractor. The screen prototype presents the sequences of screens, with forms and data fields, that the full application will provide, except that there is no implementation of business logic. As of this submission, Version I prototype screens are being finalized and work is underway on Version II screens. Coordination between the prototyping effort and the application programming is an on-going activity to ensure requirements are correctly captured in both efforts.

Both the BLM and the Forest Service are mandated to manage wild horses and burros on their lands. However, the BLM maintains much of the data for both agencies under a national memorandum of understanding, and manages all horse and burro preparation and adoption steps for the Forest Service. Accordingly, the Forest Service is represented on the user team, and is participating in process and data modeling, and the definition of user requirements.

In addition, the USDA Animal and Plant Health Inspection Service (APHIS) supports BLM on horse and burro health matters. APHIS is represented on the user team by a veterinarian, who is helping to define the information needs and system interfaces to support cooperation by the two agencies.

The WHBPS will support the DOI strategic goal of Resource Protection. The system will also help fulfill BLM's goal to "manage wild horse and burro populations consistent with land health standards and healthy herds, to achieve and maintain a thriving natural ecological balance, and to ensure that wild horses and burros continue as living symbols of the historic and pioneer spirit of the West." Components of the system will support five of the President's Management Agenda Initiatives, as detailed in section I.B.2, including expanded e-government.

The Wild Horse and Burro program already provides public Internet access to information about the program and about horse and burro adoptions. A second Internet site offers on-line auction of wild horses and burros. However, the new WHBPS application itself will be restricted, for the foreseeable future, to the BLM intranet. Information will be exchanged with the existing Internet sites by methods that minimize security exposure. For example, information about individual animals will be sent electronically to the managers of the Internet adoption site prior to an auction, so that the data can be uploaded to their data base rather than manually entered (as now occurs).

How does this investment support your agency's mission and strategic goals and objectives?

The existing and proposed systems directly support the DOI strategic goal of Resource Protection, and the BLM mission goals of Resource Protection and Sustaining Biological Communities. Wild free-roaming horses and burros have been declared by Congress to be part of America's natural heritage, and, as such, must be protected from exploitation and damaging competition for resources. A major issue at present is overpopulation of the lands set aside for wild horses and burros, and Congress has directed that BLM remove enough animals to bring the populations into balance with the carrying capacity of the land. The WHBPS application is crucial to support the cost-efficient execution of this work. Without significant improvement of the program's information management and sharing capabilities, there is increasing risk that management decisions about herd areas, animal management, and adoptions may be less informed, and reports to Congress on progress of the program will contain errors.

How does it support the strategic goals from the President's Management Agenda?

The Wild Horse and Burro Program System will contribute directly to achievement of the President's Management Agenda, and in particular, to enhancing Competitive Sourcing, Strategic Management of Human Capital, Improving Financial Performance, Expanding Electronic Government, and Budget and Performance Integration. In addition, this investment has a strong interagency component.

1. Competitive Sourcing will be supported in part by hiring private contractors through competitive bidding for the design and development of the investment, and possibly for the long-term maintenance of the system. A benefit of business process modeling is that, by clearly defining tasks and information requirements, it becomes far more feasible to consider outsourcing elements of program support. Well-defined aspects of the WH&B work can be broken off and evaluated for competitive sourcing.

2. Strategic Management of Human Capital will be accomplished in two ways. The first is through more efficient use of our workforce that the new system will facilitate. Formal business process re-engineering is streamlining Wild Horse and Burro business practices, both automated and manual. Enhanced automation will reduce labor-

intensive manual and paper tasks necessary in the current system; reduce or eliminate multiple entries of data; and provide automated quality control edit checks. Automating much of the Wild Horse and Burro business process, using easily-learned workflow enhancement software, will help address the President's concern with the aging and retirement of the existing Federal workforce. New hires will experience a much shorter learning curve for data processing and records management than is currently the case.

3. Improving Financial Performance will be accomplished by combining disparate platforms into one single web based system that will provide efficiencies by reducing paperwork, and significantly reducing the amount of staff time necessary to respond to public inquiries, and to serve the public. In addition, erroneous or inconsistent records of payments will be minimized by establishing the proposed interconnection between the WHBPS and the BLM Collections and Billing System (CBS).

4. Expanding Electronic Government will be supported indirectly by providing appropriate information to the existing Wild Horse and Burro Internet sites. Existing Internet sites will continue to provide public information and on-line adoption services. WHBPS will exchange information with those sites in a secure manner. This will streamline public interactions with the Wild Horse and Burro program, and in particular, will improve the accuracy and timeliness of information that is directly accessible by the public.

5. The WHBPS will provide direct, automatic links between the wild horse and burro data bases that track Annual Work Plan Performance Measures such as (numbers of animals removed, in facilities, and adopted; and compliance with adoption requirements), and the Bureau's Management Information System (MIS) (or its successor, the Financial and Business Management System). The Performance Measures contribute towards reaching the WHB Program Goal of 100% of the Herd Management Area's reaching Appropriate Management Level (BLM 1.03.03.01). MIS tracks the budget and accomplishment of Performance Goals, which will greatly enhance budget and performance integration that is sought by the President's Management Agenda. This aspect of WHBPS development is suspended under a DOI moratorium, until MIS can be replaced by the Financial and Business Management System.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

The investment is managed solely within BLM, and is not a formal partnership with any other agency. However, it will serve important needs of the needs of the Forest Service and the Animal and Plant Health Inspection Service in respect to their Wild Horse and Burro activities, and they are serving an important role as informal partners. Although the BLM and the Forest Service both have management responsibilities for wild horses and burros under the authorizing Acts, the BLM manages the animals for both agencies. For this reason, a Forest Service representative from the INFRA information system project is serving on the WHBPS user team. The Animal and Plant Health Inspection Service supports BLM with direct veterinarian services, and is also represented on the user team to ensure that animal health data needed by all the agencies can be stored and accessed efficiently.

How will this investment reduce costs or improve efficiencies?

The disposal element of the current system was originally implemented in 1985 to track the location and status of animals placed in adoptive care. Since that time, the system has been expanded to track, in part, the capture, shipment, preparation, and maintenance of excess animals and compliance activities associated with adoptive care (1999). However, herd and habitat information and information on adoption applicants, is currently maintained on paper records in field offices or in locally PC-based databases. This information is not available to other field offices, or to the national office and as such, must be compiled and reproduced for each request. None of the wild horse and burro information is currently available electronically to other systems that need it, such as the Collection and Billing System or the Management Information System. Therefore, labor-intensive re-entry of data is routinely required. Most animal census, capture, and other field-acquired data is recorded on paper forms, and later re-entered into the existing information system (and filed in paper form, if needed for one of the major program functions that are not now automated.) The proposed WHBPS ultimately will provide direct communication and data sharing among these systems as feasible. This will eliminate multiple data entry, create a single store for each data element; reduce entry errors and associated rework; implement field data entry technologies; and provide nationwide access to authoritative information on customers, adoption status, shipping status, and compliance with animal welfare regulations. In addition to reducing administrative costs for the Wild Horse and Burro Program, these improvements will assure that procedures and rules for protection of animals can be uniformly applied throughout the United States. The Net Present Value of these improvements is currently calculated at $4.4 million (March 2005 recalculation for new baseline).

List all other assets that interface with this asset.

The existing Wild Horse and Burro Information System interfaces manually with the Management Information System (MIS) and Collections and Billings System (CBS). That is, all information on collections and on program accomplishments must be manually re-entered into those systems. The proposed Wild Horse and Burro Program System will include automated links to MIS and CBS when that becomes feasible. We anticipate establishing semi-automated data exchanges with the BLM Internet Adoption website and the Wild Horse and Burro Program website. In addition, later versions of WHBPS may provide automated data sharing with some or all of the following existing or emerging systems:

. Financial and Business Management System (CBS and MIS successor)
. Rangeland Administration System (existing application)
. National Integrated Lands System (geospatial resource, in development)
. In addition, the investment will replace numerous   State-level data bases and applications that perform portions of the WH&B business process that are not served by the legacy WHBIS.

These connections are planned for implementation after Version 1.0 of WHBPS. The first automated interconnection likely will be made to CBS. Development of each interface will include detailed specification of the exact nature of required system interconnections; e.g., data flows, transaction control, verifications, security controls, audit trails, etc.

These systems are included within the Bureau Enterprise Architecture and comprise elements of the Draft Target Applications Architecture. This investment is closely coordinated with the Architecture team's efforts to integrate the functions of those existing applications. The project team currently is identifying required connections and protocols for exchange of data between those systems and the WHBPS. Reengineering of those systems is the responsibility of the system owners, but this program is vitally concerned that they succeed in meeting the specific needs of the Wild Horse and Burro program. For this reason, close coordination has been established, and will be maintained. Examples of close coordination include meetings and information sharing with the project manager for the Collections and Billings System and the Management Information System, the Bureau Webmaster, the E-GIS project manager and the Rangeland Administration System manager.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0.268
BY 2007 Maintenance Resources:	0.384
BY 2007 Total, All Stages Resources:	0.670
Life Cycle Total, All Stages Resources:	5.264

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MINERALS MANAGEMENT SERVICE (MMS)

OCS (Outer Continental Shelf) Connect

MMS - OCS Connect

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Minerals Management Service
Budget Account Number	010-06-1917
Account Name	Royalty and Offshore Minerals Management
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Outer Continental Shelf (OCS) Lands
Name of Investment	MMS - OCS Connect
Full UPI Code	010-06-01-03-01-0601-00-107-021

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

This Exhibit was prepared prior to Hurricane Katrina hitting the New Orleans area where the OCS Connect development work is being conducted. The impact may not be known fully until some time in the future. The project will move along using remote development sites to minimize the schedule and cost impacts.

Offshore Minerals Management (OMM) administers the OCS competitive leasing program and oversees exploration and production of the nation's offshore natural gas, oil, and other mineral resources. Its responsibilities are to manage mineral leasing, exploration, and development on the OCS lands in a manner that is environmentally sound, operationally safe, prevents waste, and provides fair return for the public resources. A study in September of 2001, identified performance gaps with the current system including inefficiencies in various business processes.

OCS Connect focuses on re-engineering and streamlining OMM core business processes to more efficiently and effectively meet its mission - ensuring a safe and environmentally sound offshore program. OCS Connect has taken a phased approach by dividing the business processes into 8 business process clusters (1- Manage and Administer Leasing Program; 2- Protect Environmental Resources; 3- Analyze and Coordinate Geological and Geophysical (G&G) Reviews; 4- Manage Plan Submittals; 5- Manage Permit Requests; 6-Inspect Operations and Enforce Regulations; 7- Monitor Lessees and Operator Activity; 8- Manage Reserves Inventory Program and Perform Resource Assessments).

This investment includes where practical, commercial off-the-shelf (COTS) software creating a secure, Web-enabled environment and implementation of best practices in line with regulated industry. It is designed to enhance OMM's ability to meet the needs of multiple stakeholder groups involved in the offshore regulatory process, including federal, state and local Government; private industry; the scientific community; international agencies; and citizens. OCS Connect will create a single, integrated web portal that facilitates communication and information sharing among internal and external stakeholders who will benefit from expanded access, faster processing, and more accurate information for decision-making. OMM will realize additional operational benefits by developing automated data exchange capabilities.

OCS Connect will enable OMM to achieve the following key goals:
* Deliver web-based and paperless transactions in near real-time for operations pertaining to leases, permit and plan submittal requests, inspections of drilling sites, and operator activities
* Introduce "knowledge management" tools to electronically process information from or to internal and external stakeholders, as well as to minimize knowledge loss from retiring employees
* Coordinate workflow for the regulatory process to reduce redundant requests and maximize stakeholder reviews, promoting more efficient analysis and shorter cycle times
* Support multiple federal and state requirements that surround the offshore oil and gas industry
* Provide a universal data model for industry and stakeholders

The investment is expected to deliver the following benefits:
* Support the global competitiveness of the domestic offshore program
* Make OMM accessible to all stakeholders

* Personnel time can be used for business operations rather than data management
* Improve performance and redirect resources of the Offshore Safety Inspection Process
* Reduce the time needed to process actions associated with issuing and managing leases.
* Implement a public commenting system that enables public access and participation in programmatic processes across the OMM program
* Reform and automate key business processes to respond to increased workload, information exchange, and analytical requirements
* Realize substantial time savings between filing and bureau action; faster approvals; decreased "rework"; savings on data purchases; more accurate valuations; reduced information collection burdens; minimized redundant reporting; better preventative reporting to reduce safety risks; reduced need for government resources to validate and verify data
* Realize time savings for cross-agency oversight due to better collaborative tools and faster access to information for multiple co-regulator state and federal agencies, the scientific community and industry
* Make leasing more efficient and approvals of operations faster so that more oil and gas are available to the marketplace sooner
*Improve operations oversight by enhancing data quality and access, to further minimizing accidents and environmental incidents

OMM is beginning to achieve some of their goals such as improved data quality and a reduction by OMM staff in sorting through paper forms. OMM established a public commenting capability (PCS) with an underlying infrastructure of document management, portal and security technologies using a change management strategy and team. An internal portal has been implemented that provides a secure, single point of access for OMM staff, known as MyOCS Connect. This capability is being expanded to include workflow and collaborative tools that will streamline stakeholder communications. OMM determined an Electronic Document Management System (EDMS) strategy that will provide it with a manageable document repository that is both distributed and organized. OMM documents of virtually every type will be categorically stored, providing OMM staff universal access via MyOCS Connect desktop tools.

Reengineering was completed for three clusters of business processes (with enhanced functionality). These efforts defined the desired "to-be" processes, as well as other actions to be undertaken, including recommendations for policy changes that directly impact system development. During FY 2005 and 2006, OMM will continue re-engineering the next tier of clusters. OMM will complete a significant portion of data modeling and migration activities, system integration, and Certification and Accreditation for the first two clusters, as well as complete requirements and design on a third cluster. In FY2007, OMM will deliver the first two clusters and complete re-engineering and requirements and design of the eighth business cluster. OCS Connect will align with eRulemaking in Q4 FY2006.

The OCS Connect project adheres to the DOI IT Capital Planning and Investment Control guidelines and was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on June 22, 2005. The investment is reviewed quarterly by the DOI OCIO and MMS ITIRB.

On August 22, 2005 approval for a schedule modification was granted by MMS ITIRB. This is a schedule modification to align with the revised approach to achieve clear requirements resulting in a system that meets its objectives. As a result of the re-baseline, delivery of the first two clusters, moved to FY2007 from FY2006. Delivery of the third business process cluster moved to FY2008. Performance Goals and Measures have been modified to meet the new timeline. Investment costs remain unchanged.

How does this investment support your agency's mission and strategic goals and objectives?

OCS Connect supports DOI's strategic goals related to Resource Use and Serving Communities:
Resource Use - Effectively Manage and Provide for Efficient Access for Development by improving the formulation of Five-year plan and the execution of individual lease sales, improving the ability to involve various entities (states, public, industry, environmental groups) in the planning phases, and streamlining post-lease permitting processes to lessen the time from submission of plan to approval of applications to drill, set platforms, lay pipelines and achieve production. Enhance Responsible Use Management Practices through streamlined processes that better document environmental impacts and mitigation measures and improve resource and reserve estimates and analysis to support conservation programs. Ensure Effective Lease and Management Practices through streamlined processes that improve the ability to conduct inspections. Improve Information base, Resource Management and Technical Assistance through better data and document management programs and practices. Information and data will be of better quality and will better support technical decisions.
Serving Communities - Improve Public Safety and Security and Protect Public Resources from Damage by increasing the efficiency and number of inspections, improving environmental reviews and mitigation measures through better quality data and information for analyzing complex technical proposals, especially in deep water and other harsh environments.

How does it support the strategic goals from the President's Management Agenda?

The OCS Connect effort will directly address two of the PMA goals:
1) Expanded Electronic Government: OCS Connect will provide increased access to OCS-related information, more transparent processes, and improved public awareness of OCS activities and understanding of the OMM mission by providing a single point of access (Internet Portal) for accessing data; facilitating the sharing of information and reduction of redundancies through the use of standard data model, exchange of schemas, and business rules for online applications; and ensuring equity in access to services through compliance with Section

508.
2) Strategic Management of Human Capital: The investment directly supports several aspects of this objective, including to "streamline processes and reduce layers between citizens/customers and decision-makers"; "redirect high level and administrative staff to front-line service delivery"; and/or "increase employee satisfaction." By automating, streamlining, and converting paper-based processes to online applications, OMM will increase ability of existing staff to handle increased workload or allow existing staff to be used to perform addition activities.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

This is not a multi-agency initiative.

How will this investment reduce costs or improve efficiencies?

A detailed process analysis showed that in many key areas approximately 75 percent of employee effort was spent on information-related tasks that are paper-based. With the transformation, work processes will be simplified. It will reduce redundant requests and reporting, minimize OMM data entry, and reduce back-and-forth communications through built-in business rules and increased access, and ultimately improve data accuracy and analysis. Efficiencies created through improved business processes will allow OMM staff to perform more thorough and higher-quality analysis. Stakeholders will experience faster and better analysis for permits, plans, lease sales, and environmental analysis. OMM will be able to more adequately measure its performance because the reengineering will provide an opportunity to determine the metrics that measure success. Establishing performance standards and then measuring against them on a regular basis will allow OMM to identify improvement areas, and quantify benefits gained from the improved business operations.

The total cost savings anticipated from the OCS Connect investment sums to $50.7M (inflated dollars) from FY03-FY12. The total cost avoidance sums to $82.8M (inflated dollars) from FY03-FY12. This consists of productivity savings of $50.9 M and IT operations and maintenance cost avoidances of $31.9 M.

List all other assets that interface with this asset.

There will be a potential interface to Minerals Revenue Management Support System. OCS Connect will replace the TIMS legacy system but interfaces will be required prior to full conversion.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	3.232
BY 2007 Acquisition Resources:	6.820
BY 2007 Maintenance Resources:	5.619
BY 2007 Total, All Stages Resources:	15.671
Life Cycle Total, All Stages Resources:	102.023

MMS - Minerals Revenue Management Support System (MRMSS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Minerals Management Service
Budget Account Number	010-06-1917
Account Name	Royalty and Offshore Minerals Management
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Minerals Revenue Management
Name of Investment	MMS - Minerals Revenue Management Support System (MRMSS)
Full UPI Code	010-06-01-01-01-0602-00-402-124

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

The Secretary of the Interior is charged by law with the responsibility for managing mineral revenue derived from Federal and American Indian mineral leases. The Minerals Management Service (MMS) is responsible for ensuring that all revenues whether derived in value or in kind, from Federal or American Indian leases are efficiently, effectively and accurately collected, accounted for, verified, and disbursed in a timely manner. In addition, the MMS is responsible for assuring oil and gas; and solid mineral industry compliance with the applicable laws, regulations and lease terms for all leases.

To facilitate and support these business requirements the MMS, Minerals Revenue Management program reengineered its business processes and developed a modernized system infrastructure capable of meeting current and future business requirements. The Minerals Revenue Management Support System (MRMSS) continues to meet performance gaps that were identified during the business process reengineering effort and Government Accountability Office and Department of the Interior's Inspector General reports. Specifically, reducing the royalty management business cycle from six years to three years or fewer, providing revenue recipients with access to their money within 24 hours of the due date, and use of automated systems support applications to manage the RIK program.

MRMSS was designed and developed with the following four integrated application subsystem components:

- The Financial Management System, which is PeopleSoft COTS based with an underlying Oracle database, accounts for all Federal and Indian minerals rents, royalties, bonuses and their distribution/disbursement to the Treasury, States (receive generally 50 percent of revenues collected in their state), and Indians (receive 100 percent). The revenues transferred to the States and Indians are an important source of income to these stakeholders and are used to fund schools, infrastructure and many services. Disruption of these transfers very adversely impacts both, but particularly individual Indian allottees. The Financial also issues bills for late or non-payment of royalties. Most of the input data for the Financial consists of royalty reports and production reports received from industry electronically via an electronic reporting contractor. Total revenues accounted for currently are approximately $6-8 billion per year. The systems infrastructure and technical architecture was built so that it could support additional systems and functionality of the Royalty in Kind (RIK) system.

- The Data Warehouse, which uses Brio as the query/report tool with an underlying Oracle database provides a repository of historical financial and production information used by internal users, Bureau of Land Management and other agencies as well as State and Tribal entities that do audit under contract for MRM of leases within their jurisdiction. The Data Warehouse also provides an electronic means for industry to get reports back on the results of their royalty and production reports and for State and Tribal revenue officials to get reports on revenues received and disbursed.

- The Compliance Asset Management extends the Data Warehouse with a number of tools aimed at assuring that MRM is paid all the revenues owed. These tools include targeting tools and other specialized tools for finding anomalies in reporting for follow-up. Compliance activities yield a varying stream of revenues based on when individual settlements of reporting/payment issues occur.

- The final subsystem component integrated into MRMSS is the MRM RIK System. The RIK System encompasses the installation of a suite of tailored commercial off-the-shelf software (COTS) applications that were integrated into the existing Financial Management System and technical infrastructure. The subject COTS were employed by MMS to manage its fully implemented Royalty in Kind (RIK) Program. The subject subsystem provides an automated system supporting internal controls to manage the transportation, processing and sale of oil and natural gas it receives from lessee as payment of royalties due.

As part of the capital planning and investment control (CPIC) process, the MMS Information Technology Investment Review Board (ITIRB) and DOI Investment Review Board have rated and ranked MRMSS using established criteria. MRMSS was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on June 22, 2005. Additionally, quarterly project status reports are submitted and reviewed by the MMS ITIRB and DOI IRB.

Focus for CY 2006 and BY 2007

The focus for CY2006 is implementation of the Energy Policy Act of 2005. The Energy Act requires MRM to make county level disbursements. The current system is designed for payments to states, not counties. The MRMSS will be modified to create county level payments, develop an explanation of payments report for the counties, and provide the automated calculation of late disbursement interest. The Energy Act also requires the development of an automated system to handle royalty credits. The fully automated system will cover the credits mentioned in the act plus other credits that may be proposed in the future. Other MRMSS software modifications required by the Energy Act include development of new Treasury accounts, transaction codes and mineral production codes and product codes.

The current O&S contract, with costs of approximately $15 million annually was awarded in 1999. Terms of this contract require that it be re-competed for in FY 2007.

How does this investment support your agency's mission and strategic goals and objectives?

The initiative for MRMSS fully supports the DOI agency and strategic goals with the following:

Resource use strategic mission: "Provide access for responsible use and optimal value (Energy)"

Serving communities: "Fulfill Indian trust responsibilities"

A major component of the MMS mission is to ensure that all revenues, whether derived in value or in kind, from Federal and Indian leases are efficiently, effectively and accurately collected, accounted for, verified and disbursed in a timely manner. The IT investments contemplated directly contribute to mission accomplishment, which by statute is an inherently Federal Government function. Key performance objectives of MRM are:

- Assure compliance with applicable laws, lease terms, and regulations for all leases in the shortest possible time, but no later than three years from the due date. This performance measurement is key to ensuring the government and our Indian communities get optimal value.

- Provide revenue recipients with access to their money within 24 hours of the due date. This performance goal is a key measurement of our success of serving our Indian community.

How does it support the strategic goals from the President's Management Agenda?

Expanded Electronic Government
-MRMSS has begun the process of aligning to the President's e-Gov initiative, Business Gateway. Through the BG portal, the oil and gas industry as well as the public will be able to access federal regulations pertaining to federal mineral resources and access proposed rules available for public comment. Additionally, the oil and gas industry will be able to access MMS forms required for reporting sales and royalties, production information, and claiming a processing or transportation allowance.

-Reduced the reporting burden on businesses for those leases where the MRM takes its royalties in kind, industry no longer is required to submit regulatory royalty reports. The MRM relies on industry pipeline statements and other information available on electronic bulletin boards to efficiently transact business in the same manner that oil and gas producers, transporters, and storage and processing facility operators.
-Sharing information more quickly and conveniently between MRM and other federal, state, and tribal agencies as well as industry, constituents and allottees by providing improved access to the MRM activities through the Internet.

- This investment further expanded e-government by implementing an Internet portal that provides improved on-demand data access for States and Tribes including those who have cooperative audit agreements with MRM and those such as State revenue commissions who need to know how much revenue they will have. This eliminated bulky voluminous paper reports, improved timeliness of data, and substantially reduced MRM system support costs for the cooperative audit community.
- The current version (v8.4) of the PeopleSoft (COTS) financial system will web-enable the software along with other functional improvements. This will greatly simplify the process of supporting the PeopleSoft client internally

on numerous workstations reducing support costs. It will also provide additional opportunities for other process improvements.

Improved Financial Management
- MRM is supporting improved financial management through the Implementation of reengineered business processes and support system. In addition, with the follow-on implementation of RIK capability, MRM is utilizing RIK as a business approach to improve financial accountability and internal controls, accelerate cash flows to the Treasury and decrease business cycle times for both the Government and the industry.
- Improved timeliness by reengineering reporting processes including use of web-based reporting by industry that greatly reduces paper reports and reporting error rates, instituted quarterly financial statements, accelerated end-of-year reporting thru the elimination of off-line processes, and are now able to assure improved accurate and timely compliance with OMB and Treasury requirements.
-Enhanced usefulness by meeting requiring comparative financial reporting, reporting on financial performance measures, and increased financial and performance integration. The new system meets all current financial system standards.
- Ensured reliability by resolving a number of past audit findings and obtaining a clean audit opinion for the new system this year.

Performance-Budget Integration
- The systems allow MRM to identify and track high quality outcome measures for its program performance, which are principally financial management of minerals revenues. With the ability to accurately monitor these outcome measures and then to join the measures with associated costs from MMS's Activity Based Cost system, the agency can improve its capability for demonstrating successful program performance and achievement of stated end outcome objectives. Furthermore, the integration of performance indicators with financial accountability will support more effective management decision-making and improved allocation of resources and management attention to areas in need of improvement to achieve maximum performance.

| If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative. |
| This is not a multi-agency initiative. The MRMSS project is internal to the Minerals Management Service. |
| How will this investment reduce costs or improve efficiencies? |

To achieve MMS mission performance objective the reengineering initiative developed new streamlined work processes, simplified information requirements, and realigned organizational structures that are more effective and efficient. Selected IT (COTS) solutions were utilized to minimize the amount of custom application code required to support MRM operational and business needs. The combination of the reengineering initiative coupled with COTS solution generated cost saving or improved efficiencies in the following:
- Increased annual audit collections
- Reduced costs related to simplified reporting
- Improved program and system efficiencies
- Accelerated RIK revenue receipt by 5 days over the Royalty In Value (RIV) approach
- Increased revenues by strategically employing the RIK asset management option when it is an improvement over the royalty in value option.
- Reduced MMS and industry cost via a shorter 90-120 day business cycle
- Reduced operating cost by directly accessing information used by the industry to transact business.
- Reduced business costs due to the inherent efficiency of the RIK approach in reducing valuation disputes.

| List all other assets that interface with this asset. |

The MRMSS investments are fully integrated, interfaced, and are operating in a steady state mode at an Application Service Provider in Annapolis, Maryland. The interfaced components are:
- MRM Financial System
- Compliance Asset Management System
- Royalty in Kind System
- Data Warehouse solutions

| Have these assets been reengineered as part of this investment? | Yes |
| | |

Requested Investment Summary of Spending for Project Stages ($Millions)	
BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	2.5
BY 2007 Maintenance Resources:	15.138
BY 2007 Total, All Stages Resources:	17.638
Life Cycle Total, All Stages Resources:	182.681

OFFICE OF SURFACE MINING (OSM)

Applicant Violator System (AVS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Office of Surface Mining
Account Identification Code	010-08-1801
Account Name	Regulation and Technology
Account number of an other budget accounts funding this investment:	N/A
Program Activity	Applicant Violator System
Name of Investment	OSM – Applicant Violator System (AVS)
Full UPI Code	010-08-01-02-01-0809-00-308-149

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

The Applicant Violator System (AVS) is a relational database used by OSM to implement section 510 (c) of the Surface Mining Control and Reclamation Act of 1977 (SMCRA). SMCRA specifies that no mining permit be issued to applicants that have outstanding responsibility for unabated mining violations. In support of this mandate, state regulatory authorities are required to check the AVS as part of the eligibility determination as codified at 30 CFR subsection 773.8-12. Further, the AVS is used to verify permit eligibility in the issuance of Abandoned Mine Land reclamation contracts.

CPIC: This investment was approved by OSM's Executive council in 2002 and has been reviewed and approved annually. The project is currently in steady state. This investment has gone through the CPIC process, and was reviewed and selected for the 2007 portfolio by the DOI Investment Review Board (IRB).

How does this investment support your agency's mission and strategic goals and objectives?

This investment supports three of the Department of the Interior's mission goals (Resource Protection, Resource Use and Serving Communities) and OSM mission goals of Environmental Restoration and Environmental Protection by improving speed, timeliness and data integrity.
1. Departmental Goal: "Resource Protection – Improve Health of Watersheds and Landscapes" and Supporting OSM Goal: "Protection and Restoration." The AVS database in an integral tool in support of this goal. The AVS office identifies new or transferred permit actions, resulting in the creation of abandoned mine lands fee accounts, thus, enabling the collection of reclamation fees. Mined land reclamation funded by these fees improves watershed health and returns scarred land to productivity.
2. Departmental Goal: "Resource Use – Manage Resources to Enhance Public Benefit, Promote Responsible Use, and Ensure Optimal Value – Deliver Water and Power in an Environmentally Responsible and Cost Efficient Manner" and Supporting OSM Goal: "Protection and Restoration." The AVS database is a necessary component in the OSM's regulatory mandate (30 C.F.R. 773.8 through 773.12) in identifying ownership/control and violation data to assist in determining permit eligibility, thereby preventing unscrupulous or repeat violators from erroneously receiving permits allowing them to mine. This serves as a deterrent to violations and an incentive to proper reclamation in support of this goal.
3. Departmental Goal: "Serving Communities – Protect Lives, Resources, and Property" and Supporting OSM Goal: "Protection and Restoration." The AVS office supports this goal as an important component of a nationwide program to protect society and the environment from the adverse effects of surface coal mining operations. The AVS Office, through its use in investigative assistance to State and Federal Regulatory Authorities, Solicitors, and legal departments, is an effective way to maintain and deliver information on a national scale in a timely manner to preclude issuance of permits to mining operators with unabated violations.

How does it support the strategic goals from the President's Management Agenda?

This investment supports PMA Goals of Expanded Electronic Government
- through simplification of delivery of services to citizens. The AVS is a user friendly web-based system with read-only general public access allowing citizens central access to public information that would otherwise be held in diverse locations,
-through government to government reduction in redundant systems. State Regulatory Authorities may opt to enter information directly to the AVS rather than redundant entry in both their state system and the AVS federal system,
-through a reduction of government's burden on business. Businesses may utilized the system, making inquiries and submitting documentation at all hours instead of being restricted by normal business hours within a single

time zone.
Internal Efficiency and Effectiveness is increased by making better use of technology to reduce costs. We moved from a limited proprietary system to a COTS system that allows less expensive modular expansion insuring system longevity.
Competitive Sourcing is available through an increased pool of sources for maintenance and operations of a commonly utilized software and hardware system.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

How will this investment reduce costs or improve efficiencies?

This investment reduces costs by:
Saving maintenance costs, potentially eliminating dual entry, improving resource use and saving training costs.

List all other assets that interface with this asset.

None

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	0.555
BY 2007 Total, All Stages Resources:	0.555
Life Cycle Total, All Stages Resources:	3.380

Coal Fee Collection Management System (CFCMS)

Coal Fee Collection Management System (CFCMS) (previously know as FEEBACS Redesign)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Office of Surface Mining
Budget Account Number	010-08-5015
Account Title	Abandoned Mine Reclamation Fund
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Abandoned Mine Land
Name of Investment	OSM-Coal Fee Collection Management System (CFCMS) (previously known as FEEBACS Redesign)
Full UPI Code	010-08-01-02-01-0810-00-402-127
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	
The Coal Fee Collection Management System (CFCMS), formerly known as FEEBACS, consolidates three separate systems at the Office of Surface Mining (OSM). The three systems are the Fee Billing and Collection System (FEEBACS), Audit Fee Billing and Collection System (AFBACS), and Civil Penalty and Collection System (CPACS). All three of the existing systems support various aspects of OSM's fee compliance program and/or the civil penalty enforcement program. The fee compliance program is a mission critical program in OSM. The program collects over $293 million a year in reclamation fees that are deposited into the Abandoned Mine Land Fund. The fee compliance program is highly successful, with a 99% collection rate. Collections fund the reclamation of abandoned mine lands.

This project also supports the administration's plan to propose combining the Black Lung/coal excise tax program with the coal reclamation fee compliance program.

The CFCMS investment was reviewed and approved by the Office of Surface Mining (OSM) Information Technology Management Team (ITMT) and the Bureau Investment Review Board (IRB). The Department of Interior (DOI) Investment Review Board (IRB) reviewed and selected this investment as part of the FY2007 portfolio.

During FY 2005 OSM went through an extensive eight month acquisition process. As of September 8, 2005, we have been unable to find the best value for the government. We were unable to obtain proposals that were within our budget and/or that had acceptable levels of risk. Therefore, we will re-evaluate both our technical and acquisition alternatives in FY 2006 and submit a revised project schedule by March 31, 2006. We are considering options of 1) using a more phased approach to system conversion, 2) conducting a demonstration prototype to reduce proposal risks to vendors, and 3) scaling back the functional scope of the project. We will also conduct an independent validation for cost, schedule and performance baselines by March 31, 2006 , as required by OMB memorandum M-05-023 "Improving Information Technology (IT) Project Planning and Execution". | |
| | |
| | |

How does it support the strategic goals from the President's Management Agenda?

This project supports three out of five of the President's Management Agenda Goals:

1) Competitive Sourcing:

OSM intends to develop the new system using contemporary technology and software. This will make outsourcing considerably more feasible. The development work for the new system will be contracted out because OSM does not have the staffing or current technology to develop the system in-house.

OSM conducted a complete review of information technology positions to comply with the President's initiative for competitive sourcing. Results from this competitive sourcing analysis have been incorporated into OSM's workforce plan and strategic management of human capital.

The transition of current federal employees to contractors will assist OSM in achieving their competitive sourcing goals.

2) Improved financial Management:

While OSM has achieved a high rate of financial performance with a 99% collection rate; it cannot sustain this rate of performance without investing in the future. The current systems are becoming increasingly more difficult to maintain. And OSM is becoming increasingly more reliant on an aging programmer workforce. Eventually, the systems will fail and the consequences will be measurable in terms of lost collections and interest earnings, and the increased costs to fix such a failure. OSM can continue to achieve a high rate of performance and clean audit opinions by replacing the existing systems with one that can be maintained into the future.

The new system will also allow OSM to streamline its accounts receivable financial reporting processes. Currently, the data from the three existing systems must be downloaded and manipulated using spreadsheets. This process is time-consuming and error prone. And new reports are difficult and time-consuming to produce. Also, data from two of the existing systems must be manually input to the general ledger. The new system will provide both better management reporting using contemporary report-writing software, and an automated interface with the general ledger. This will help OSM achieve the President's initiatives of accelerating year-end reporting and producing quarterly financial statements. The new system will also produce real time output data for OSM's activity based costing program.

The CFCMS system will also support the Department of Interior's plans to migrate all Bureaus to the Financial Business and Management System (FBMS). The CFCMS system will be designed to handle change. It will be readily adaptable to interface with FBMS.

3) Expanded Electronic Government:

This project can deliver many of the improvements outlined in OMB's February 27, 2002, E-Government Strategy, including the following:

a) Simplifying delivery of services to citizens. OSM has already substantially simplified service to citizens and businesses with the E-filing system that coal companies use to file quarterly Coal Reclamation Fee Reports. The system automatically calculates fees due for one or more coal mining permits. It simplifies the moisture deduction for companies, allowing them to take the technically more complex, and more advantageous, moisture deduction. And it pre-fills report information, based on the company's last report, to minimize the amount of data that has to be entered. The redesign project will allow more services to be delivered through the E-filing system, by re-engineering many of the back-end processes such as refunds and billing.

b) Simplifying agencies' business processes and reducing costs through integrating and eliminating redundant systems. The three existing systems all perform similar accounting, billing, payment processing, debt collection, and reporting functions. The project will replace the three systems with one system. This is expected to reduce maintenance costs since the three systems and the E-filing system reside on three different hardware platforms and require three different programming skill sets.

The redesign project can also facilitate cross-agency reporting under SBA's Business One-Stop Compliance initiative. We are working with the Interstate Mining Compact Commission - a group sponsored by the Governor's of twenty states, the Small Business Administration, the Internal Revenue Service, the Mine Safety and Health Administration and the State of Pennsylvania and Virginia to consolidate and coordinate

Federal and State information collection from the coal mining industry. This project may evolve to serve multiple business partners.

c) Making it possible for citizens and businesses to easily find information and get services. OSM's E-fling system provides useful contact and reporting information to companies. The new system will provide a mechanism for providing expanded information and services to citizens and businesses, including automated payment, refund processing and reporting services.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
CFCMS is not a multi-agency initiative. OSM is funding 100% of the investment.

How will this investment reduce costs or improve efficiencies?

This project will reduce costs by:

1) Averting a system failure to business processes that generate over $293 million a year in collections and by avoiding the costs required to fix such a failure. We estimate that a major system failure would cost a minimum of $732,500 in lost fee collections.

2) Migrating two of the existing systems off of their current hardware. The two systems reside on the same computer system as the administrative accounting system and its related subsidiary systems. OSM plans to migrate its administrative accounting system to a new Department-wide Financial and Business Management System. Once this occurs, (estimated October 2005), OSM would have to continue to maintain and operate the host computer system to support the two existing collection systems; AFBACS and CPACS. The redesign of these two existing systems will eliminate the need to do this, and save OSM an estimated $139,000 in recurring annual maintenance costs (current dollars). The redesign will also eliminate $96,411 a year in programmer maintenance costs. Due to the difficulty OSM faces in finding programmers to maintain the current systems, the complexity of those systems, and the mission critical nature of the business processes, OSM must retain two programmers to assure continuity of operations. Development of a new system will allow OSM to readily contract out software maintenance and reduce staffing by one programmer.

3) Eliminating the need to replace existing hardware that is going off-maintenance in 2006 and re-writing the AFBACS and CPACS systems. This will save an additional $1.02 million.

This project will improve efficiencies by:

1) Re-engineering and streamlining business processes. OSM currently incurs $540,000 a year in non-computer operating costs that could be reduced with the new system. Although we cannot currently predict the total efficiency savings from this project, a 15% efficiency gain would be a conservative estimate. A 15% efficiency gain would save $81,000 per year. Over ten years, this adds up to $1,057,000 in operating savings (adjusted for inflation);

2) Consolidating three outdated systems with one system;

3) Eliminating redundant data collection, especially for coal excise tax reporting

In summary, this project will deliver $5,445,000 in savings/cost avoidance over ten years, as outlined in the following information:

Benefits: Amount
Maintenance Savings, Combining Systems: $2,658,000
Operating Savings, Streamlined Business Processes: 1,057,000
Replacement Cost Avoidance, AFBACS & CPACS: 1,020,000
Additional Fee Collections: 732,500
Total Benefits/Savings: $5,467,500

List all other assets that interface with this asset.
The other assets (systems) with which the CFCMS will interface, have been re-engineered or are in the process of being re-engineered. These are:

* The Applicant Violator System (AVS), * The Departmental Financial and Business Management System (FBMS), and * The Single Source Coal Reporting System (SSCR).	
Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0.500 (Unfunded Management Reserve for Risk)
BY 2007 Maintenance Resources:	0.281
BY 2007 Total, All Stages Resources:	0.781
Life Cycle Total, All Stages Resources:	8.321

Abandoned Mine Land Inventory System (AMLIS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Office of Surface Mining
Budget Account Number	010-08-5015
Account Title	Abandoned Mine Lands
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Division of Reclamation Support
Name of Investment	OSM - Abandoned Mine Land Inventory System (AMLIS)
Full UPI Code	010-08-01-02-01-0813-00-108-024

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.
The Abandoned Mine Land Inventory System (AMLIS) is a relational database that implements section 403(1) and (2) of the Surface Mining Control and Reclamation Act of 1977 (SMCRA). SMCRA specifies that Secretary of the Department of Interior maintain an inventory of eligible Abandoned Mine Lands and waters, which meet the public health, safety, and general welfare criteria. AMLIS delivers location, cost, problem type and funding source data on a national basis to the 23 State's and three Tribes with AML Programs, and the Office of Surface Mining (OSM) who are responsible for project prioritization and planning. AMLIS is also used by stakeholders as a source of information about past mining sites. AMLIS is a mission critical program in the Office of Surface Mining. Four main factors create the need for maintaining this investment: 1) AMLIS provides a source of information on the amount of work completed under each State/Tribal program, 2) AMLIS documents the extent and cost of AML problems remaining to be abated, 3) OSM uses AMLIS to determine which States and Tribes have sufficient priority coal problems to justify a grant distribution from the Federal Historic Coal Share (SMCRA 402 (g) (5)), and 4) a variety of reports are generated from AMLIS that service OSM, States, Tribes, Customers, and Congressional requests.

Status: This investment has gone through the CPIC process, and was reviewed and selected for the 2007 portfolio by the DOI Investment Review Board (IRB). |
| How does this investment support your agency's mission and strategic goals and objectives? |
| OSM has two mission goals which directly support the overall DOI mission goal of protecting the Nation's natural, cultural and heritage resources (see DOI Strategic Plan, dated 09/30/03). This goal is Resource Protection. The OSM mission goal for Environmental Restoration is to provide a cleaner and safer environment for the American people by reclaiming and restoring land and water degraded by past mining (see OSM Strategic Plan, dated 2003-2005). The OSM program which implements this goal is the Abandoned Mind Land Program (AML). AMLIS is the source of data for reporting on most of the AML Program performance measures. (See Part I.C Performance Goals and Measures for a complete list of AML performance goals and results). These include the following:
1. number of land acres reclaimed or mitigated from the effects of degradation from past mining;
2. number of stream-miles and for which degradation from past surface coal mining has been improved; and
3. number of surface acres of water for which degradation from past surface coal mining has been improved.

The performance of AMLIS through FY 2005 has been measured in terms of ensuring AMLIS records a percentage of the above mention goals for the AML Program. However, in reevaluating AMLIS and focusing on desired results and outcome objectives that are more system rather than program specific, new measures have been identified for FY2006 during the dme phase and beyond. By focusing on desired results and outcomes the objective for the AMLIS identified the most efficient means to accomplish the task.

AMLIS currently contains information on over 17,700 problem areas associated with Abandoned Mine Lands. AMLIS serves as a planning and evaluation tool for the States, Tribes, and OSM to make funding decisions and to report program accomplishments.

Abandoned Mine Land Inventory System
Coordination of the needs of the States and Tribes creates a more valid and useful set of data on Abandoned Mine sites. State and Tribal acceptance in reporting problem area information leads to more useful accounting of cost and miles, acres, feet, or gallons of problem areas reclaimed. Because the data is collected on common |

definitions, individual agency reports utilizing the collected data will have value beyond the State or Tribal writing agency. All participating agencies will enjoy the benefits of shared reporting and be able to reliably use the information other agencies extrapolate knowing that the standard definitions make the information relevant to their needs and regulatory definitions.

The AMLIS Team, Systems Operation and Maintenance, Policy, Guidance, Customer Support, Data Resources Administration, and Security business lines (program activities) provide resources, support and enhance the availability of information and skills that States and Tribes need to operate their regulatory and reclamation programs in order to effectively implement the Abandoned Mine Land Program of Surface Mining Control and Reclamation Act of 1977 (SMCRA). This program activity is an integral part of supporting OSM's Environmental Restoration and Environmental Protection business lines to achieve their goals and outcomes.

To solve problems related to the environmental effects of coal mining, OSM provides assistance and works with stakeholders on issues arising from new regulations. The AMLIS Team provides information and training to OSM staff, States, Tribes and stakeholders on use of this database. New technologies, changes in regulations, and staff turnover necessitate the need for continued assistance and training.
The activities carried out through this business line are critical to the successful outcome of OSM's Restoration and Protection mission goals. Accomplishment of OSM's Restoration and Protection mission goals supports the Department's new strategic plan goal of Resource Protection that is intended to improve the health of watersheds and landscapes and Resource Use that ensures responsible management practices in the extraction of resources.

OSM responds to hundreds of requests per year for reports and data. AMLIS staff provides services to other customers including the coal industry, citizens groups, individual users and other Federal agencies. Some of the services include: providing technical assistance for customers wishing to access the AMLIS from a personal computer; updating information in the AMLIS for States and Tribes; providing basic and advanced system training; and providing specialized reports and data that serve their individual needs.

How does it support the strategic goals from the President's Management Agenda?

AMLIS supports the following President's Management Agenda Goal:

Goal 1: Expand Electronic Government

Government to Citizen (G2C):
The new AMLIS provides users with a simplified and enhanced web-enabled site, http://ismhdqa02.osmre.gov/scripts/OsmWeb.dll, which allows users to easily access Abandoned Mine Land data through a single point of access. The previous versions of AMLIS required a time-consuming software download and installation process on each accessing workstation to obtain program information. The new AMLIS also provides enhanced geographic data pertaining to Abandoned Mine Lands. In addition to AMLIS being readily available via OSM sites, AMLIS is registered with the Geospatial One-Stop (GOS) Portal and is currently coordinating with the GOS Initiative managers to increase AMLIS integration with all applicable aspects of the GOS Initiative and compliance with applicable standards. For example, the AMLIS team is formulating a plan to ensure compliance with the Federal Geographic Data Committee (FGDC) metadata standards to obtain membership and provide greater access to AMLIS. AMLIS coordination and integration with the planned OSM Mine Mapping Initiative and existing National Mine Map Repository will provide one-stop-shopping for numerous stakeholders.

Government to Government (G2G):
This system improves the State and Tribal Regulatory Authority's ability to meet their responsibilities under SMCRA, as well as other State and Federal laws. The new AMLIS system configuration elevates States and Tribes to partners by providing a common platform for obtaining forms electronically and allowing point of entry of data, and thereby eliminating redundant data entry. It also allows managers to readily access and instantaneously generate reports in common application formats, and all users to have nationwide interfacing through seamless technology upgrades.

Government to Business (G2B):
AMLIS' Internet-based, single point of access provides business entities great flexibility in accessing nationwide Abandoned Mine Land inventory information. The Internet-based AMLIS provides access to inventory information without the user having to rely on limited office hours or the availability of specific personnel.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

AMLIS is not formally a multi-agency initiative; however, this initiative requires the support and cooperation of States and Tribes.

How will this investment reduce costs or improve efficiencies?

Realized System Benefits Include:

1. Elimination of $8500.00 in planned software licensing costs. AMLIS will be developed with technology specifications classified as preferred in the DOI technical reference model
    (TRM). This enables AMLIS to take advantage of multiple Enterprise Software Licensing agreements resulting in a reduction in software licensing cost.

2. Elimination of $5000 in hardware acquisition costs. The AMLIS database will be stored on an OSM OCIO server eliminating the need to purchase an additional server for the AMLIS database. 3. Selection of a an approved programming language eliminates the need for specialized skill in programming allowing future programming and maintenance options to be in-house or outsourced depending on a cost analysis.	
4. This investment will improve efficiencies and reduce costs by integrating internal systems to provide a one-stop-shopping approach for stakeholders, saving maintenance costs for each year upon reaching steady state, eliminating form processing for States and Tribes thereby creating a savings to our State and Tribal AML Programs, reducing "Public burden on forms and Risk Adjustment, and improving resource use by reducing man-hours spent performing quality checks on evaluation requests by State Regulatory Agencies and AML Offices once interoperability with other OSM systems is achieved.	
List all other assets that interface with this asset.	
No assets currently interface with this asset. However, the development of the Mine Map Repository and the Underground Mine Map Initiative could potentially interface and OSM is considering such an interface and the potential to integrate such systems with AMLIS in FY07.	
Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0.120
BY 2007 Maintenance Resources:	0.078
BY 2007 Total, All Stages Resources:	0.198
Life Cycle Total, All Stages Resources:	1.934

Advanced Budget/Accounting Control and Information System (ABACIS)

Advanced Budget/Accounting Control and Information System (ABACIS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Office of Surface Mining
Budget Account Number	010-08-1801
Account Title	Regulation and Technology & Abandoned Mine Reclamation Fund
Account number of any other budget accounts funding this investment	010-08-1917 ; 010-08-5015 ;
Program Activity	Regulation & Technology and Abandoned Mine Land
Name of Investment	OSM/MMS – Advanced Budget/Accounting Control and Information System (ABACIS)
Full UPI Code	010-08-01-01-01-0815-00-402-125

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.
The Advanced Budget/Accounting Control and Information System (ABACIS) is the mission critical core financial accounting system currently used by the Office of Surface Mining (OSM) and the Minerals Management Service (MMS). ABACIS is a legacy system that is in the steady state phase of its life cycle. ABACIS is scheduled to be replaced by the Department of Interior's (DOI) new accounting system, the Financial Business Management System (FBMS). This investment was reviewed and approved by OSM's Information Technology Management Team (ITMT) and Investment Review Board (IRB). The DOI Investment Review Board (IRB) reviewed and selected this investment as part of the FY2007 portfolio on August 17, 2005.
How does it support the strategic goals from the President's Management Agenda?
ABACIS supports two of the five presidential initiatives: 1) Improved Financial Management: ABACIS meets JFMIP Core requirements, complies with the Standard General Ledger, and is in material compliance with Federal Accounting standards. This system provides internal management reports on a daily and monthly basis. The system produced interim quarterly financial statements beginning in FY2003. ABACIS is the system used to allow the Bureaus to obtain an unqualified opinion on financial statements. 2) Expanded Electronic Government: Utilizing the GIFTS module of ABACIS, state and tribal grant recipients can receive real-time data on their grant activity. ABACIS is fully functional with the Treasury's Electronic Certification System (ECS). ECS permits data entry, electronic certification, and transmission of schedules from a personal computer with on-line communication to a host mainframe computer at Treasury. ABACIS interfaces with several systems to receive electronic financial information; for example, Federal Personnel Payroll System (FPPS) for payroll information, Bank of America for charge card costs, Treasury's Interagency Payment & Collection System and the Department's financial reporting system, Hyperion. ABACIS interfaces with the Interior Department Electronic Acquisition System (IDEAS) to support electronic procurement.
If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
This business case covers two DOI Bureaus through FY2007: OSM and MMS. Each bureau operates its own installation of ABACIS.

The functionality provided by ABACIS will be migrated to the FBMS initiative.

How will this investment reduce costs or improve efficiencies?
As stated earlier, the ABACIS system is a legacy system slated for replacement by FBMS. The business functionality will transfer to the FBMS, which is a department wide system integrating many disparate systems.

List all other assets that interface with this asset.
The following assets interface with ABACIS: Charge Card Transactions (Bank of America) FEEBACS (OSM only)- Fee collection system MAPS (OSM only) - Management information system E-Budget (OSM Only) IDEAS - Procurement tracking system FPPS - Personnel/labor cost system Treasury ECS - Electronic disbursement system Treasury's IPAC (Interagency payment & collection system) BIS (Business Information System) (MMS only) FEEBACS, MAPS, and E-budget are all reported separately on the Exhibit 53. They are not combined with ABACIS information. All of the interfaces have been reengineered as the law, needs, and regulations have dictated. IDEAS and FPPS are reported separately on Exhibit 53 by the National Business Center of DOI. Treasury ECS and Treasury IPAC are reported separately by the Department of Treasury. The BIS is reported separately by MMS. MAPS, E-Budget, IDEAS, and BIS will all be part of the core FBMS system. Interfaces will be reengineered for FEEBACS, FPPS, Treasury ECS, Bank of America and IPAC to the new FBMS system.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	0.712
BY 2007 Total, All Stages Resources:	0.712
Life Cycle Total, All Stages Resources:	6.188

Single Source Coal Reporting System (SSCR)

Single Source Coal Reporting System (SSCR)	
INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Office of Surface Mining
Budget Account Number	010-08-5015
Account Title	Abandoned Mine Reclamation Fund
Account Identification Code	N/A
Program Activity	Abandoned Mine Land
Name of Investment	OSM – Single Source Coal Reporting System (SSCR)
Full UPI Code	010-08-01-02-01-0101-00-315-180
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	
This proposal is to establish an electronic Single Source Coal Reporting form aimed at reducing the burden for industry and expanding the use of electronic services for government compliance. The Single Source Coal Reporting e-Form, test pilot was partially funded by the Small Business Administration's Business Compliance One-Stop Presidential Quicksilver Initiative. The success of the pilot is mentioned at the White House e-government website: (http://www.whitehouse.gov/omb/egov/gtob/compliance.htm). This project involves developing the necessary applications software. The form and related functions will be hosted on an OSM website. OSM, working with the Interstate Mining Compact Commission (IMCC) (a group sponsored by the Governors of twenty states), the Small Business Administration, the Mine Safety and Health Administration (MSHA), the Internal Revenue Service and the States of Pennsylvania and Virginia to consolidate and coordinate federal and state information collection from the coal mining industry. The simple concept is that the industry submits the required data one-time and the federal and state agencies share that data. The project is being sponsored under the SBA's Business Gateway initiative. This project directly responds to the Presidential mandate of Federal-wide adoption of electronic government (E-gov). The mandate emphasized that Citizens must be given greater access to their government with information, products and services available on-line and that communicating with government, obtaining services and complying with government requirements will be simplified by establishing one-stop points of access. This investment was reviewed and approved by OSM's Information Technology Management Team (ITMT) and the Office of Surface Mining (OSM) Investment Review Board (IRB). The Department of Interior (DOI) Investment Review Board (IRB) reviewed and selected this investment as part of the FY2007 portfolio on August 17, 2005.	
How does it support the strategic goals from the President's Management Agenda?	
This project supports two out of five of the President's Management Agenda Goals: 1) Improved Financial Management: Industry will have a simple method of determining what fees/taxes are owed and how to pay them. This should lead to improved compliance and increased collections. Agencies will have a consistent set of reporting entities for tracking, cross verification and contact in the case of delinquent payments.	

Over the ten year expected useful life of the SSCR system, this project is expected to deliver $4.6 million in time savings to industry; $1.7 million in cost savings to State and Federal agencies, and $0.78 million in systems development cost avoidance to States, for a total of $7.08 million in savings/cost avoidance.

2) Expanded Electronic Government:

SSCR will assist small businesses to reduce burden of doing business with the government (B2G).
SSCR will achieve the following E-Gov Goals:
* Focus on the Customer
* Reduce Redundancy
* Facilitate horizontal (cross-federal) and vertical (federal, state and local) information sharing
* The FEA framework will guide interfaces between systems and the re-use of data and applications
* Common solutions to deliver simplified and unified outcomes.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
Yes, the Single Source Coal Reporting project is a multi-agency initiative. The Single Source Coal Reporting project's initial partners include the Department of the Interior's Office of Surface Mining, the Department of Labor's Mine Safety and Health Administration, the Internal Revenue Service (Black Lung Excise Tax), the States of Pennsylvania and Virginia, and the Interstate Mining Compact Commission.

The initial partners and SBA have contributed resources to develop the joint business case and/or project charter. These partners are also committed to providing either budgetary or staff resources to develop the data reference model for the single source reporting system. While funding has been an issue, partners have contributed various assets to the project. For example, as part of the initial feasibility assessment, OSM modified its existing website to allow coal companies to report on a consolidated, single reporting form. Likewise, MSHA has provided contractor and staff resources to analyze alternative architectures for the Single Source Coal Reporting system.

In June 2005 the SBA provided $275,000 to fund the development of the first phase of the SSCR system. A contract was awarded for development and is scheduled to be completed in March 2006. Several months of slippage occurred due to unforeseen licensing issues. However, the Department of Interior is providing resources to address the licensing issues. |

How will this investment reduce costs or improve efficiencies?
This initiative will reduce costs and improve efficiencies by:

1.Reducing the reporting burden on industry by eliminating redundant data reporting to multiple State and Federal agencies. This will generate $460,000 a year in recurring cost savings to the coal mining industry, from the reduced reporting burden.

2.Reducing forms processing costs at State and Federal agencies, generating $170,000 a year in recurring cost savings to State and Federal agencies.

3. Eliminating the need for State agencies to develop duplicate electronic reporting systems, saving $780,000 in one-time development cost.

Over the ten year expected useful life of the SSCR system, this project will deliver $4.6 million in time savings to industry, $1.7 million in cost savings to State and Federal agencies, and $0.78 million in systems development cost avoidance to States, for a total of $7.08 million in savings/cost avoidance |

List all other assets that interface with this asset.
The following systems will interface with this project:

*OSM's Fee Billing and Collection System: The current system has been re-engineered to support Single Source Coal Reporting. The interface with SSCR has also been included in the requirements for the Redesign of the FEEBACS system. The Single Source Coal Reporting System will provide the same data that is provided now, but in an XML file format. The FEEBACS system will be designed to handle XML files.
*MSHA's Safety Reporting System: The current system is already designed to accept XML files. Only minor revisions will be required to accept data from the SSCR system.
*IRS's Excise Tax Program: There are currently no plans to re-engineer the IRS programs to interface with the project. Companies will continue to submit paper excise tax forms to the IRS. |

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	0.181
BY 2007 Total, All Stages Resources:	0.181
Life Cycle Total, All Stages Resources:	2.552

Technical Innovation & Prof. Services (TIPS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Office of Surface Mining
Budget Account Number	010-08-1801
Account Title	Regulation and Technology
Account number of any other budget accounts funding this investment	N/A
Program Activity	
Name of Investment	OSM - Technical Innovation & Prof. Services (TIPS)
Full UPI Code	010-08-01-02-01-0820-00-108-023

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

TIPS is a **STEADY STATE** investment providing the latest commercial off the shelf scientific and engineering software, imagery, and hardware tools, along with technical assistance and training, to federal, state, and tribal experts at State and Tribal regulatory and reclamation agencies, as well as OSM offices nationwide. The service is managed and supported by 25 persons in four OSM offices. Of these 25 persons, nine are involved in IT related work part-time. These nine part-time IT positions account for 2.5 FTE. The other 16 persons do not perform IT functions and their time is not included in the cost table. This investment purchases software licenses and maintenance, IT equipment, and satellite and aerial (remote sensing) imagery. These are the same tools used commonly by the Mining Industry. With these tools industry regulators and reclamation specialists at the state, tribal, and federal level are able to better exchange information and the reclamation process is expedited.

The TIPS investment was reviewed and approved by the DOI Investment Review Board (IRM) on June 27, 2005. No major issues or concerns were identified with this investment.

How does this investment support your agency's mission and strategic goals and objectives?

The TIPS investment strongly contributions to OSM mission and rolls up in support of the Interior Department's four mission-related goals in the following ways:
Resource Protection
Federal, State and Tribal customers routinely use TIPS advanced technology tools to ensure Resource Protection through digital modeling of environmental scenarios. TIPS advanced technology tools help customers identify mining and reclamation problems before they occur. TIPS customers now routinely:
Resource Use
TIPS tools allow federal, state, and tribal authorities to evaluate mining plans more efficiently, and produce much more accurate and efficient mine reclamation plans that protect the environment. Automated designs and site information are exchanged electronically with mining and construction companies. The entire mine plan review process is expedited, and mining of coal commences much faster, with greater accuracy and efficiency, and with more environmental and cultural sensitivity than ever before.
Recreation
Efficiently and effectively reclaimed mine sites are fundamental to good post-mining land use. The automated tools provided by TIPS produce more accurate and efficient mine reclamation plans which result in more effective post-mining land use. Wildlife habitat, grazing, and recreation each benefit from better reclamation design.
Serving Communities
TIPS improves our ability to serve state, tribal, and other officials who are jointly charged with reclamation and regulatory mandates of the Surface Mining Control and Reclamation Act (PL 95-87). With the automated tools provided by TIPS, accurate maps and 3-dimensional graphic depictions of the mining process and final reclamation design can be shared with local communities, greatly increasing comprehension of both the mining process and final reclamation of the site. TIPS mobile computing tools place immediate technical solutions in the hands of officials directly in the field. With these accurate visual tools community members are better informed of both the short and long term effects of the mining or

reclamation project.
How does it support the strategic goals from the President's Management Agenda?
The TIPS investment is aligned with the PMA's Expanded Electronic Government (E-Gov) initiative and all 4 E-Gov specific initiatives as follows: **Create easy-to-find single points of access to government services for individuals.** TIPS provides a single point of access to automated tools used by every office tasked with carrying out the requirements of the Surface Mining Act. Guided by a Steering Committee composed of customers, TIPS evaluates IT systems by citizen services rather than government needs.   **Reduce the reporting burden on businesses.** TIPS reduces reporting burden by taking advantage of automating pre-existing processes (ex. SMCRA related scientific and engineering calculations, using industry standard COTS software and equipment).   **Share information more quickly and conveniently between the federal and state, local, and tribal governments**. TIPS shares standardized information between agencies, companies, and citizens. With TIPS serving as the supply chain for COTS scientific and engineering software and equipment, SMCRA issues are addressed with common tools by all agencies involved. This is the same software used by coal mining companies and the public.   **Automate internal processes to reduce costs internally, within the federal government, by disseminating best practices across agencies**. TIPS provides automated processes that reduce costs. The TIPS investment provides shared licensing among state, tribal, and federal agencies, enterprise software purchases and maintenance, and customized training classes. TIPS has leveraged existing resources to bring higher levels of efficiency and fiscal responsibility to the agency with an average annual budget of approximately $1.0M dollars.   TIPS provides Government to Government cost savings by electronically providing tools needed for improved performance and standardization of regulatory oversight and management of mining on State, Federal and Tribal lands. TIPS also contributes to GPEA by creating standardized tools for electronic record generation, thereby reducing the reliance on the generation of paper records.
If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
27 state, tribal agencies and several OSM offices are served by this investment. The following agencies manage, support and/or use the TIPS services.   **Tribal Partners:** Crow Tribe, Hopi Tribe, Hopi Office of Mining and Mineral Resources Navajo Nation, Minerals Department   **State Partners:** Alaska, Dept. of Natural Resources, Div. of Mining Land and Water Alabama, Surface Mining Commission Arkansas, Dept. of Environmental Quality Colorado, Div. of Minerals and Geology Illinois, Dept. of Natural Resources, Office of Mines and Minerals Indiana, Dept. of Natural Resources, Div. of Reclamation Iowa, Dept. of Agriculture and Land Stewardship, Div. of Soil Conservation Kansas, Dept. of Health and Environment, Surface Mining Section Kentucky, Dept. for Surface Mining Louisiana, Dept. of Natural Resources, Office of Conservation, Injection and Mining Div. Maryland, Bureau of Mines Missouri, Dept. of Natural Resources, Div. of Environmental Quality, Land Reclamation Program Montana, Dept. of Environmental Quality New Mexico, Energy and Minerals Dept., Mining and Minerals Div. North Dakota, Public Service Commission Ohio, Dept. of Natural Resources, Div. of Mines and Reclamation Oklahoma, Dept. of Mines Pennsylvania, Dept. of Environmental Protection Tennessee, OSM Knoxville Field Office Texas, Railroad Commission of Texas, Surface Mining and Reclamation Div. Utah, Dept. of Natural Resources; Oil, Gas, and Mining Virginia, Dept. of Mines, Minerals and Energy; Div. of Mined Land Reclamation West Virginia, Dept. of Environmental Protection, Office of Mining and Reclamation Wyoming, Dept. of Environmental Quality, Land Quality Div.   **Departmental Offices**: U.S. Department of the Interior- Office of Surface Mining
How will this investment reduce costs or improve efficiencies?
Improvement of efficiencies and cost reductions are obtained through shared software licensing via the Internet, federal enterprise purchasing of software and hardware, along with standardization of technological tools.   The commercial applications provided by TIPS are obtained on Federal cost schedules and shared via the Internet at considerable savings over the cost that each TIPS customer would pay to obtain these applications on their own. Comparing the cost that TIPS pays for software against the cost that each state or tribal customer would pay to supply the same consumers shows that TIPS saved over $12 million in initial software costs, and annually saves over $1.3 million in maintenance costs. This method also insures that each State, Tribal, and Federal office is using the same application tools in the reclamation and regulatory requirements mandated by the Surface Mining Control and Reclamation Act of 1977 (PL 95-87). Funding for state and tribal programs comes from Federal Grants distributed by the Office of Surface Mining through the Surface Mining Control and Reclamation Act. Without the TIPS program, the Federal Grants available would decrease by approximately $1.3M every year, not including inflation.   Training in commercial applications is provided by TIPS with emphasis on mining and reclamation applications. This custom application of training is provided by neither commercial training vendors nor

software developers.
List all other assets that interface with this asset.
TIPS servers reside at the Office of Surface Mining Headquarters and Western Regional offices and are therefore part of the Bureau General Support System (GSS) which is comprised of the bureau's Wide Area Network and Local Area Networks. The TIPS program was Certified and Accredited (C&A), Due to some findings, a POAM was developed and any issues are in the process of mitigation. No change to the GSS occurred as part of this investment. Totals taken from updated Ex.300 for FY07

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	1.119
BY 2007 Total, All Stages Resources:	1.119
Life Cycle Total, All Stages Resources:	11.971

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BUREAU OF RECLAMATION (BOR)

Program & Budget System (PABS)

BOR-PABS (Program and Budget System)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Bureau of Reclamation
Budget Account Number	010-10-4524
Account Name	Bureau Working Capital Fund
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Water and Science
Name of Investment	BOR-PABS (Program and Budget System)
Full UPI Code	010-10-01-01-01-1009-00-304-101

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

PABS is operational and in full maintenance status (steady-state), with no planned enhancements through 2007. Operation and maintenance costs remain steady at approximately one million dollars per year, FY06-FY07.

Capital Planning Investment Control (CPIC) for this investment is accomplished through Reclamation's CIO Council and Investment Review Board processes. PABS is in steady state and has been reviewed by Investment Review Boards (IRBs) at Reclamation and on June 8, 2005, at the Department of the Interior.

Replacement of PABS by the Financial Business Management System is anticipated when BOR implements FBMS .

What this Initiative / Project Investment will Accomplish
-PABS is the Bureau of Reclamation's automated program and budget system developed for the purpose of performing Reclamation-wide budget analysis, formulation, and execution tracking in support of the President's budget as approved by Congress. PABS provides the ability to consolidate, analyze, and modify budgetary data within Regions and Area Offices as well as at the Bureau-wide level. PABS provides the Commissioner's Office with an automated tool for Funds Control management. PABS provides an interface to the accounting system, FFS, and allows for budget line item tracking/execution as it relates to BOR mission/goals. PABS will play a significant role in the BOR implementation of the Department of Interior's Activity Based Costing and Performance Management initiative.

Measurement, Review and Approval Process
PABS performance is annually evaluated by BOR. Funding was reviewed and approved by the IRB at the Department of the Interior on August 18, 2004, and annually by BOR's CFO Council. PABS is included in regularly scheduled Management Control Reviews (MCRs), Departmental Functional Reviews (DFRs). Contractor support for technical programming is provided through BOR's contract with Lockheed Martin Corporation.

Additional Performance Goals and Measures Information
-PABS as a 'steady state' investment is currently and will continue to be managed to meet Reclamations' business requirements, in particular, those relating to supporting water resource budget forecasting management responsibilities and activities. Reclamation's business requirements also include consideration of the Department of Interiors' emerging and evolving, comprehensive enterprise-wide e-government initiative to provide internal and external customers with broader access to our services as governed under A-11 proprietary guidelines for Budget information. Within this initiative a new process for evaluating all information technology (IT) capital investments has been established which involves executives from across the Department. Investments are based on business cases and best practices with the goal of improving citizen access to services and public information, and of enhancing business systems and processes. In conjunction with, and based upon, the strategic and implementation plans which have been, and are continuing to be developed for the Interior enterprise architecture (IEA), a Department-wide e-government strategy is being developed, which will be working from this strategic plan, to identify common business lines for which it can then explore common e-government / IT solutions. At the present time PABS is not considered to be part of an E-government initiative, however, within the evolving DOI strategic strategy PABS's current 'steady state' status may change in the future.

Interior is a recognized leader in e-government and has taken a lead role for several government-wide e-government strategy initiatives. Namely: Geospatial One-Stop, Recreation One-Stop and through a major contribution to the President's' volunteerism initiative by working with the White House's USA Freedom Corps

Network to launch www.volunteer.gov.

This investment has been approved as a valid functional requirement by Reclamation's IT Investment Review Board.

How does this investment support your agency's mission and strategic goals and objectives?
PABS supports the mission and strategic goals of the Bureau of Reclamation by providing an automated budget formulation and execution tool, a central corporate database of budget information, which interfaces (through separate extract files) with the accounting system (FFS), and appropriated funds control management. In doing so, it supports BOR strategic goal #3 to Advance Organizational Effectiveness. It further supports DOI's Strategic Goal #5, Management- Improved Financial Management and Performance-Budget Integration.   As indicated earlier in this business case, the Bureau of Reclamation is the largest wholesaler of water in the country. We bring water to more than 31 million people, and provide one out of five Western farmers (140,000) with irrigation water for 10 million acres of farmland that produce 60% of the nation's vegetables and 25% of its fruits and nuts. Also, with over 50 power plants, Reclamation is the second largest producer of hydroelectric power in the western United States. These power plants annually provide more than 40 billion kilowatt hours and generate nearly a billion dollars in power revenues, producing enough electricity to serve 6 million homes. Funds generated must be meticulously managed and documented within the corresponding water related regulations, mandates and business / contractual relationships.
How does it support the strategic goals from the President's Management Agenda?
PMA Support Provided by this Investment   IMPROVED FINANCIAL PERFORMANCE   PABS supports the President's Management Agenda for Sound Financial Performance by assuring appropriated funds control management   BUDGET AND PERFORMANCE INTEGRATION   PABS supports the President's Management Agenda for Budget and Performance Integration, by providing a data link between budget formulation plans/line items and their corresponding costs as incurred during budget execution.
If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
PABS is not a multi-agency initiative.
How will this investment reduce costs or improve efficiencies?
PABS reduces costs of storing budget data in multiple systems, eliminates massive data reconciliation efforts, improves the timely availability of budget data for management decisions, and provides a secure tool for appropriated funds control. It provides for integration of budget and accounting data, improving analysis of budget performance.
List all other assets that interface with this asset.
Federal Financial System (FFS)   -Due to the satisfactory system design and interfacing performance with PABS, there are no plans to reengineer this interfacing system at this time. DOI intends to replace FFS with their new Financial and Business Management System.   BOR Labor Cost System   -Due to the satisfactory system design and interfacing performance with PABS, there are no plans to reengineer this interfacing system at this time

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)	
BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	1.042
BY 2007 Total, All Stages Resources:	1.042
Life Cycle Total, All Stages Resources:	13.893

Corporate Data Warehouse (CDW)

BOR-CDW (Corporate Data Warehouse)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Bureau of Reclamation
Budget Account Number	010-10-4524
Account Name	BOR Working Capital Fund
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Water and Science
Name of Investment	BOR-CDW (Corporate Data Warehouse)
Full UPI Code	010-10-01-01-01-1010-00-117-056
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	

Introduction to the Bureau of Reclamation

Established in 1902, the Bureau of Reclamation is best known for the dams, power plants, and canals it constructed in the 17 western states. These water projects led to homesteading and promoted the economic development of the West. Reclamation has constructed more than 600 dams and reservoirs including Hoover Dam on the Colorado River and Grand Coulee on the Columbia River.

Today, we are the largest wholesaler of water in the country. We bring water to more than 31 million people, and provide one out of five Western farmers (140,000) with irrigation water for 10 million acres of farmland that produce 60% of the nation's vegetables and 25% of its fruits and nuts.

Reclamation is also the second largest producer of hydroelectric power in the western United States. Our 58 power plants annually provide more than 40 billion kilowatt hours generating nearly a billion dollars in power revenues and produce enough electricity to serve 6 million homes.

Today, Reclamation is a contemporary water management agency with a Strategic Plan outlining numerous programs, initiatives and activities that will help the Western States, Native American Tribes and others meet new water needs and balance the multitude of competing uses of water in the West. Our mission is to assist in meeting the increasing water demands of the West while protecting the environment and the public's investment in these structures. We place great emphasis on fulfilling our water delivery obligations, water conservation, water recycling and reuse, and developing partnerships with our customers, states, and Indian Tribes, and in finding ways to bring together the variety of interests to address the competing needs for our limited water resources.

Investment Summary

Capital Planning Investment Control (CPIC) for this investment is accomplished through Reclamation's CIO Council and Investment Review Board processes. CDW is in steady state and has been reviewed by Investment Review Boards (IRBs) at Reclamation and on June 8, 2005, at the Department of the Interior.

The Corporate Data Warehouse (CDW) project had its genesis in a Reclamation-wide study of perceived management financial reporting inadequacies. The Financial Information Reporting Team (FIRT) conducted the study and reported its results in June 1993. At the direction of the Reclamation Chief Financial Officer and his CFO Steering Committee, the team developed the initial warehouse, titled Financial Information Reporting System (FIRS) in October 1993 and deployed it Reclamation-wide in July 1994. This system was subsequently converted from Ingres RDBMS to Oracle RDBMS in 1996, and updated to comply with a Corporate Data Architecture strategy. It was formally renamed Corporate Data Warehouse in 1999. The data warehouse initially provided a single, authoritative source of financial reports for managers. Upon its update in 1996, it also became the source of financial, budgetary, and human resource data for other management information system applications throughout Reclamation. In 2002 relevant sponsors and beneficiaries identified enhancements and modernization requirements including expanding the depth and breadth of the redeposited data and increasing the level of internal automation. Overall, the CDW continues to be the source of managerial finance reports and the data source for other enterprise applications. Based on the initiatives requested by the sponsors and

beneficiaries, the CDW is expected to incorporate additional data at increasing levels of granularity as reporting requirements necessitate, and to integrate other data types as Reclamation continues to implements its Corporate Data Architecture strategy. The overall impact of CDW has been and continues to be the provision of a single, consistent, authoritative source of enterprise data.

Introduction to the Problem or Opportunity

In 1993 FIRT identified 11 technical, organizational, and structural problems with respect to financial information and managerial report capability. Not all of these issues were or even could be amenable to a technical or data management solution; however, they were all identified as significant problems bearing on the adequacy and inadequacy of Reclamation financial and program management:

1. Failure to provide program and line managers with timely, reliable, access to consistent, authoritative financial information.
2. Lack of a standard financial management source.
3. Lack of standard, usable, commonly accepted financial information reports.
4. Inadequate tools and inconsistent methods for converting available data into useful information.
5. Lack of a commonly accepted Data Model for Reclamation-wide information systems
6. Lack of a commonly accepted Reclamation-wide program and budget formulation and execution process involving managers at all levels.
7. A dichotomy between the authority form program and budget formulation and execution and the responsibility for program implementation.
8. Wide variations in detail and complexity of work management processes and related program and budget formulation and execution processes.
9. Inadequate guidelines for defining mission-related measures of program accomplishment.
10. Lack of commonly accepted financial management vocabulary or knowledge-base understood by and required of Reclamation managers; absence of coherent, systematic management training and development in financial management.
11. Lack of a designated functional sponsor or accountable official for Reclamation's financial management information systems.

The revision of 1996 identified additional problems that required resolution:

1. Multiplicity of data acquisition processes and downloads to various information systems and applications.
2. Employment of inadequate and antiquated database technology.
3. Inadequate data interface with the new Federal Pay and Personnel System (FPPS) being deployed by the Administrative Service Center (now National Business Center).
4. Lack of interfaces and integration with various information systems and applications (e.g., Maximo-based maintenance management system).
5. Incompatibility with the new Programmatic Budget Structure
6. Lack of enterprise meta-data and data management standards.

In FY2002 Human Resource, Financial Management, and Office of Policy program officials along with the Data Architect reviewed aspects of the CDW performance. They identified several other enhancements that they believed would accrue substantial additional benefits:

1. In order to provide more timely and accurate financial reporting with respect to Job Corps activities, the relevant sponsors requested the addition of Job Corps financial data to the CDW.
2. In order to replace redundant, inflexible, and expensive mainframe financial reporting processes with site and time independent instruments, the relevant sponsors requested the addition of General Journal data to the CDW
3. Increased data volume, accruing from the addition of new data elements as well as the addition of data over time, has substantially decreased the effectiveness of interocular traumatic data verification techniques; the relevant sponsors requested that these processes be replaced with automated data verification methods.
4. Through FY2002, GPTS data and reporting employed distributed data repositories based on antiquated software and methods; the relevant sponsors requested that this data be consolidated into the CDW.
5. In order to comply with the intent of E-Government Act of 2002, the relevant sponsors requested that the CDW incorporate Web Services capabilities thus allowing and fostering seamless data interchanges with other federal agencies, state and local governments, business partners, and native American entities.
6. In order to reduce maintenance costs and to improve data management, the relevant sponsors requested that data download processes be standardized using the FPPS method as the template, and that an industry standard Extraction, Transformation, and Loading tool be evaluated and if possible acquired and installed.

Items 1, 2, and 6 have been completed. The remaining enhancements are scheduled to be developed (or acquired) between FY 2005 and FY 2007.

What this Initiative / Project Investment will Accomplish

As noted previously, development and adoption of a CDW did not and does not address all of the issues raised in the studies and analyses, specifically those of an organizational or structural nature. It did, however, resolve the

uniquely technical issues, and provided a foundation for addressing those problems that were less tractable to a purely technical solution. The initial CDW, or FIRS, implementation specifically resolved the problem of management access to timely, reliable financial information by creating and provisioning a consolidated financial and human resource data repository; this eliminated the need for creating and maintaining reports from the transaction systems. In addition, the 1994 implementation employed an industry standard reporting tool (i.e., Cognos Corporation's Impromptu tool) that enabled the creation and easy maintenance of standard look and feel enterprise-wide management reports. Finally, this implementation provided for a single, standard financial management source for managers across Reclamation.

The 1996 revision built on this foundation: (a) the data warehouse was migrated from Ingres to Oracle, thus assuring reliance on an industry standard RDBMS; (b) downloads (and associated costs) from the Administrative Service Center (now National Business Center) were reduced from 32 to 9; (c) warehouse data structures were made compliant with the Programmatic Budget Structure, assuring the integrity of the data and consistency between the authoritative systems and the reports generated from the data warehouse; and, (d) installation and implementation of Oracle Gateway software not only provided a tightly integrated data interface with FPPS, it also eliminated maintenance requirements for the existing cumbersome and costly COBOL interface.

Future enhancements will (a) broaden and deepen the data types allowing for higher granularity reporting and data mining; (b) reduce maintenance costs as more processes are automated; and, (c) integrate with e-government initiatives and standards. Further, this investment will support Reclamation's adoption and use of FBMS by acquiring and distributing data from FBMS to other Reclamation enterprise applications. Also, it is envisioned that CDW will retain historical Reclamation Federal Financial System (FFS) records once FBMS is brought online. No detailed discussions have taken place to date on the relationship between FBMS and CDW other than to tentatively identify the relationship. Drawings have been developed that depict the pre- and post-FBMS implementation and CDW will interface to FBMS to support Reclamation systems. These drawings are available from the Reclamation FBMS Project Manager. Finally, in preparation for the DOI initiative Single Platform MAXIMO (SPM), Reclamation will consolidate 18 separate MAXIMO systems into one centralized solution during FY05 and FY06, and will incorporate into CDW to some degree, as yet to be determined, the features currently supported by the Reclamation Enterprise Management System (REMMS) data warehouse that provides corporate views of enterprise asset and maintenance management information. The work for the MAXIMO consolidation and enterprise asset and maintenance management reporting will be funded separately from CDW.

Measurement, Review and Approval Process

The initial FIRS project and 1996 upgrade, and the change of name from FIRS to CDW were all presented to the Chief Financial Officer (CFO) and the CFO's Council for review and approval. In addition, the maintenance budget is reviewed and authorized annually by the CFO on the recommendation of the CFO's Council. Operational maintenance, change requests, problem reports, and enhancements are initiated, reviewed and approved by relevant Stakeholders (e.g., Reclamation Financial Manager, Reclamation Human Resource Manager, Reclamation Budget Officer, etc). Major modernization efforts, such as acquisition and installation of Extraction, Transformation, and Loading (ETL) technology are submitted to the CFO for review and approval. Capital Planning Investment Control (CPIC) for this investment accomplished through Reclamation's CFO Council and Investment Review Board processes.

How does this investment support your agency's mission and strategic goals and objectives?

COMPETITIVE SOURCING

Support Provided by this Investment: CDW provides data for comparing performance metrics for competitive sourcing.

IMPROVED FINANCIAL PERFORMANCE

Support Provided by this Investment: CDW stores Reclamation financial data from 1993 to the present. Corporate reports, as well as ad-hoc reporting, enable Reclamation project managers and the financial community to track costs, to a low level of detail, up to the last 24 hours of entry into the Federal Financial System and report to their customers, constituents, and auditor's accurate financial information. CDW also enables managers to make informed decisions regarding past and future expenditures on Reclamation projects. Further, CDW distributes source data to other Reclamation business applications to ensure accurate financial reporting. For example, employee and financial data is distributed every 24 hours to the Time and Attendance System (TAAS) which enables the system to accurately report labor cost charges associated with the payroll submission.

EXPANDED ELECTRONIC GOVERNMENT

Support Provided by this Investment: CDW enables information to be shared more quickly and conveniently between the federal, state, local and tribal governments. While CDW is not internet accessible, BOR employees are able to respond to their customers and constituents quickly and accurately on inquiries of costs associated

with projects in which BOR partners with other government entities.

CDW also enables higher internal efficiency in financial management by centrally locating information, providing a consistent access mechanism to retrieve the information, and providing timely, accurate data.

The use of a web version of the Impromptu reporting tool will enable a convenient entry into the data warehouse while on travel or working at home, and reduce costs associated with the distribution of the full client/server version of the Impromptu software to Reclamation employees. This will improve the internal operating efficiencies of Reclamation .

BUDGET AND PERFORMANCE INTEGRATION

CDW integrates Reclamation budget and financial information. Corporate reports exist that enable Reclamation managers to measure performance on programs to approved budgets and actual expenditures.

How does it support the strategic goals from the President's Management Agenda?

RESOURCE USE

Manage resources to promote responsible use and sustain a dynamic economy.

Support Provided by this Investment: CDW provides data to support software that manages Reclamation facilities (MAXIMO). Also, CDW contains financial, employee, labor cost, and budget data that enable Reclamation managers to control and predict expenditures on all projects. With the GPRA data, the CDW provides an efficient and effective instrument for tracking and managing Reclamation organizational performance. Finally, CDW supports the Government Performance Tracking System (GPTS) which provides features to Reclamation to manage GPRA goals, targets, and accomplishments.

MANAGEMENT EXCELLENCE

Manage the Department to be highly skilled, accountable, modern, functionally integrated, citizen-centered and results oriented.

Support Provided by this Investment: CDW enables higher internal efficiency in financial management by centrally locating information, providing a consistent access mechanism to retrieve the information, and providing timely, accurate data.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

The National Business Center (NBC) provides services for the CDW through the NBC's Personnel Payroll System (FPPS) and Federal Finance System (FFS). Base level NBC services include supporting their systems, customer support and security of Reclamation data. BOR support includes protection of NBC data, data processing, and participation in the NBC's business recovery plan.

How will this investment reduce costs or improve efficiencies?

FINANCIAL MANAGERS

Financial, budget, labor cost, and employee data stored in a single, centralized repository for enterprise reporting.

Easier, more timely access to data (daily updates).

The retention of historical detail billable rate data generated by the Technical Service Center, Denver, to aid in financial audits.

Corporate enterprise reports already exist for easy retrieval of information.

ORGANIZATIONAL MANAGERS

A central repository to track task activities and costs, budgets, labor costs, and employee information.

One source, not many, for financial information.

Easier, timelier access to data. No longer is it required to access FFS directly or to go to many different sources for the information.

Existing corporate reports eliminate much of the need for extracting and transforming raw data into useful information. Also, the corporate reports enable a common vocabulary for the information which aids in the sharing of information with customers.

TIMEKEEPERS AND CONTROLS

Authoritative source system data for validating employee and account structure data used by the Time and Attendance Automated System (TAAS).

Daily update of employee and account structure data which are required elements in creating payroll transactions.

Elimination of 99% of the errors that occur when the payroll files are posted to FFS and FPPS.

Source system data is replicated to all TEEM (Time Employee Entry Module) remote databases which require all sites to have the same data at the same time.

EMPLOYEES

A central repository to track task activities and costs to predict possible cost overruns.

One source, not many, for financial information.

Easier, timelier access to data. No longer is it required to access FFS directly or to go to many different sources for the information.

Existing corporate reports eliminate much of the need for extracting and transforming raw data into useful information. Also, the corporate reports enable a common vocabulary for the information which aids in the sharing of information with customers.

PROPERTY MANAGERS

Financial data to accurately calculate depreciation transactions which are posted to FFS.

Elimination of errors that occur when posting depreciation transactions to FFS.

Elimination of the need to investigate and locate the correct data for use in calculating depreciation.

Easier, timelier access to data.

Corporate enterprise reports already exist for easy retrieval of information.

JOB CORPS SITE MANAGERS

All data that supports the Job Corps Youth Program will be in CDW accessible in a read-only mode to all users at all Job Corps sites to facilitate corporate reporting and management of the Job Corps Youth Program.

Acquisition and transformation on a nightly basis of all data at the level of detail specified by the Job Corps Program Office.

Historical retention of all detail data that supports Job Corps.

Corporate reports for easy retrieval of information.

A common vocabulary for the information which aids in the management of the Youth Program.

Elimination of the use of QuickBooks to manage the financial data for Job Corps.

Timely, easy access to data.

Elimination of duplicate data entry into QuickBooks and FFS to support the required financial management and reporting requirements.

TECHNICAL SERVICE CENTER PROGRAM ANALYSTS

CDW stores the detail billable rate data which is posted biweekly to FFS. CDW is the only source for this data and has been used numerous times by financial auditors reconciling financial statements.

TSC Program Analysts also manage service level agreements in the NewMIS application and create work orders in TAAS that require accurate, timely financial data. CDW distributes financial and employee data to NewMIS and TAAS on a daily basis.

CDW provides timely, accurate budget information to support financial management by the TSC.

Program Analysts do not manually create vouchers to post billable rate data to FFS.

A central repository that retains all detail billable rate transactions to aid in financial audits.

Existing corporate reports eliminate much of the need for extracting and transforming raw data into useful information. Also, the corporate reports enable a common vocabulary for the information which aids in the sharing of information with customers.

Daily update of employee and financial data which are required elements in creating estimated daily obligations.

Eliminate the need to access PABS (the budget system) directly for budget information.

FEDSTRIP USERS

CDW distributes financial data to the FEDSTRIP application to validate data used in creating transactions which are posted daily to FFS.

Accurate financial data to create FFS transactions.

Eliminate the need to investigate and locate the corrected data to create the FFS transactions.

Elimination of errors that would occur if users manually entered financial data used to create FFS transactions.

GPTS COORDINATORS

Integrated financial, budget, and performance data in a central repository.

A centralized repository to track the development of goals and performance targets at each stage of the development.

Reporting of performance information from a variety of organizational perspectives.

Ability to interrelate budget, financial and performance data.

Timely, easy access to performance management information and reports to users at all organizational levels.

Elimination of Microsoft Access on users' desktops to manage information.

Impromptu web reporting that supports intranet-based reporting, browser-enabled access to users both while at work and from remote locations.

List all other assets that interface with this asset.

TIME AND ATTENDANCE AUTOMATED SYSTEM (TAAS) and T&A EMPLOYEE ENTRY MODULE (TEEM)

The TAAS applications are dependent on the data warehouse for accurate and timely employee, personnel, and financial data. In 2003, CDW began replicating employee data using Oracle advanced replication software to distribute the data to the 23 databases that support TAAS and to the database that supports TEEM.

MOVABLE PROPERTY SYSTEM (MPS)

This application receives nightly files of financial data (account structures and organization codes) from CDW for use in validating accuracy of transactions. The MPS system is responsible for the loading of the data into the databases that supports the application.

MAXIMO (REMMS)

During FY05 and into FY06 MAXIMO will be upgraded to a new version of the software. During this time, the business needs and practices will be examined to determine the best practices to be employed to ensure optimal enterprise asset management and maintenance of those assets.

Currently, MAXIMO, through an Oracle database interface, sends work order (a data record that identifies what type of work is authorized to be completed) data to TAAS every 15 minutes to control the charging of time to financial accounts that are used for managing Reclamation facilities. MAXIMO and TAAS receive the same financial data (account structures), at the same time and interval as a result of the direct interface to CDW.

FEDERAL STANDARD REQUISITIONING AND ISSUE PROCEDURES SYSTEM (FEDSTRIP)

This application has a direct, Oracle database connection to CDW for financial data (account structures and

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organization codes) to validate the accuracy of transactions. This interface ensures FFS transactions generated by this application and uploaded into the FFS system, are against open, valid account structures and against valid organization codes.

FEDERAL FINANCIAL SYSTEM (FFS)

This is the authoritative source for financial data which is extracted, transformed, and loaded into CDW every 24 hours.

FEDERAL PERSONNEL AND PAYROLL SYSTEM (FPPS)

This is the authoritative source for personnel related data which is extracted, transformed, and loaded into CDW every 24 hours.

PROGRAM AND BUDGET SYSTEM (PABS)

This is the authoritative source for budget data which is extracted, transformed, and loaded into CDW at predefined intervals as specified by user requirements.

Reclamation COST SYSTEM

This is the authoritative source for personnel labor cost data which is extracted, transformed, and loaded into CDW at predefined intervals as specified by user requirements.

NEW MANAGEMENT INFORMATION SYSTEM (NEWMIS)

This application is owned by the Technical Service Center in Denver and is used for budget formulation, budget tracking, and project management. This application has direct Oracle interfaces to CDW for reporting and is dependent on CDW to receive employee and financial data (account structures and organization codes) to ensure transactions are accurate.

This application also creates FFS transactions (called billable rate transactions) which are uploaded into FFS every pay period. The transactions sent to FFS are summarized at the organization code, account structures, and budget object code level. The detailed transactions from which the summary transactions are created as transferred and stored to CDW through a direct database interface. CDW is the only source in Reclamation for the detail data and is often used by auditors to validate FFS transactions. The detail records are stored indefinitely.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	0.652
BY 2007 Total, All Stages Resources:	0.652
Life Cycle Total, All Stages Resources:	9.812

Reclamation Electronic Document System (REDS)

BOR-REDS (Reclamation Electronic Document System)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Bureau of Reclamation
Budget Account Number	010-10-4524
Account Name	BOR Working Capital Fund
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Records Management
Name of Investment	BOR-REDS (Reclamation Electronic Document System)
Full UPI Code	010-10-01-07-01-1011-00-404-142

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

The Reclamation Electronic Document Management System (REDS) is a replacement system for two steady state systems, the Automated Records Management System (ARMS) and Engineering Drawings Reference System (EDRS).

The ARMS and EDRS systems manage the retention and disposition of the paper records as well as provide search capability to find the location of paper records and drawings. Reclamation records and drawings are both paper and electronic records. The business and information technology communities within Reclamation have validated the need to manage both paper and electronic records throughout the record's life cycle.

Currently ARMS and EDRS are using software and hardware that are obsolete and no longer part of Reclamation's Enterprise Architecture. A pilot project demonstrating the validity of the business and technology approaches for an electronic document management system (REDS) has been completed. Approvals to proceed with REDS's Certification and Accreditation have been granted.

Capital Planning Investment Control (CPIC) for this investment is accomplished through Reclamation's CIO Council and Investment Review Board processes. REDS is in mixed life cycle and has been reviewed by Investment Review Boards (IRBs) at Reclamation and on June 8, 2005, at the Department of the Interior.

Introduction to Reclamation
Established in 1902, Reclamation is best known for the dams, power plants, and canals it constructed in the 17 western states. These water projects led to homesteading and promoted the economic development of the West. Reclamation has constructed more than 600 dams and reservoirs including Hoover Dam on the Colorado River and Grand Coulee on the Columbia River.

Today, Reclamation is the largest wholesaler of water in the country. Reclamation brings water to more than 31 million people, and provides one out of five Western farmers (140,000) with irrigation water for 10 million acres of farmland that produce 60% of the nation's vegetables and 25% of its fruits and nuts.

Reclamation is also the second largest producer of hydroelectric power in the western United States. 58 power plants annually provide more than 40 billion-kilowatt hours generating nearly a billion dollars in power revenues and producing enough electricity to serve 6 million homes.

Today, Reclamation is a contemporary water management business with a Strategic Plan outlining numerous programs, initiatives and activities that will help the Western States, Native American Tribes and others meet new water needs and balance the multitude of competing uses of water in the West. Reclamation's mission is to assist in meeting the increasing water demands of the West while protecting the environment and the public's investment in these structures. Reclamation places great emphasis on fulfilling water delivery obligations, water conservation, water recycling and reuse, and developing partnerships with its customers, states, and Indian Tribes, and in finding ways to bring together the variety of interests to address the competing needs for our limited water resources.

Introduction to the Problem

Reclamation is required, as stated in 44 U.S.C. 3101, to make and preserve records containing adequate and proper documentation of the organization, functions, policies, and essential transactions of the agency and to furnish the information necessary to protect the legal and financial rights of the Government and the persons directly affected by the agency's activities. The use of information and communication technology has transformed the way Reclamation and other Government agencies create documents and conduct business. Valuable corporate information is being created and stored electronically throughout Reclamation and with the system records will become available when the system is fully operational.

Reclamation's records are created by the day-to-day work of documenting the programs, initiatives and activities related to the maintenance and operation of the hundreds of features and structures designed to meet the increasing water demands of the West while protecting the environment and the public's investment in these structures. Records can be in the form of e-mail, memorandums, reports, letters, video tapes, photographs, and drawings related to land, geology, construction, maintenance, dam safety, water, the environment, and research as well as business and operational records documenting human resources, information technology, and financial activities of the agency. Reclamation has received and created thousands of records over the past 100 years and continues to create and receive records in order to manage the water facilities on a daily basis.

Today, Reclamation relies on two systems, the Automated Records Management System (ARMS) and Engineering Drawings Reference System (EDRS). ARMS and EDRS manage the retention and disposition of the paper records as well as provide search capability to find the location of paper records and drawings. EDRS was implemented in the early 1970's to replace the manual index cards used to locate thousands of manufacturer and Reclamation drawings. The Reclamation's Denver Office, alone, has over 600,000 drawings that are indexed in EDRS. ARMS was implemented in the late 1980's to replace the manual indexing system and to manage the retention and disposition of all the other types of paper records. Both systems have saved thousands of hours by allowing Reclamation staff to locate hardcopy records and drawings quickly. Currently ARMS and EDRS are using software and hardware that are obsolete and no longer part of Reclamation's Enterprise Architecture and do not provide the capability to capture and manage electronic records. If these systems are not replaced soon Reclamation will be forced to purchase used obsolete equipment to ensure data is not lost. The loss would also reduce Reclamation's ability to respond to customers, contractors, or citizen requests for information or documentation in a timely manner.

In June 1998, Reclamation began the Reclamation Electronic Document System (REDS) proof of concept pilot to:
-Meet the expanding governmental legal and regulatory requirements pertaining to electronic records and e-GOV efforts (e.g., Electronic Freedom of Information Amendments Act, Government Paperwork Elimination Act, Document Security, Electronic Commerce, etc.),
-Improve business processes as explained below, and
-Replace the obsolete Automated Records Management System (ARMS) and Electronic Drawings Records System (EDRS).

Reclamation established functional and technical teams to review records, drawings, and document management practices, evaluate methods to manage both electronic and physical documents/records, and develop standards or best practices. Several product demonstrations were conducted with multiple vendors to determine if Commercial Off-the-Shelf (COTS) software was available to meet Reclamation's needs. These products were evaluated based on Department of Defense (DoD) 5015.2 standards and the functional and technical requirements developed by the Reclamation teams.

The functional requirements of the pilot system included the capability to capture both electronic and paper records; to process, review, and approve documents/records electronically within functional groups such as acquisitions management, land management, safety of dams, human resources, administrative services, geotechnical services, infrastructure i.e., mechanical, electrical, and structural services, environmental resources, water resources, and engineering services; to index and classify documents/records according to National Archive and Records Administration (NARA) approved retention schedules; to store and secure electronic records; to easily retrieve records for use in decision making and other activities; to transfer records for permanent retention; and to destroy or delete temporary records in a timely manner as described in the retention. The technical requirements were based on Reclamation's Enterprise Architecture to leverage existing information technology.

Reclamation selected a software suite based on the results of these product demonstrations and funded a pilot project to fully test them in our production environment. The REDS Pilot Project focused on Records Management, Drawings Management, Land Management and a select group of users from Acquisitions Management. The pilot tested the management of drawings, land documents, acquisition documents and records received by Reclamation in a regional office and included paper, scanned images, and electronic records.

At the conclusion of the proof of concept pilot, the pilot team presented the case for full deployment of REDS to Reclamation's Chief Financial Officer's Council. The pilot team assessed that full implementation of REDS would improve the internal efficiency and effectiveness of Reclamation by streamlining and automating document processes and management.

Review and Approval Process

Reclamation enterprise-wide IT projects begin with a business need that is presented to Reclamation Management and the CFO Council in the form of a Business Concept Document (BCD). The CFO Council and management review the proposal to determine the validity of the need and either approve or deny funding to further study or expand the project. Upon completion of the study, planning, or investigative phase, a Business Decision Document (BDD) is prepared and presented to the CFO Council with the results to be either implemented or discontinued. The CFO Council and management review the BDD and determine if the proposal should be funded and implemented throughout Reclamation. Project status reports are presented to the CFO Council quarterly throughout the project.

Reclamation's Chief Financial Officer's (CFO) Council is responsible for providing advice and support to the CFO in fulfilling the requirements of the CFO Act. The Council will ensure that its recommendations are consistent with and support Reclamation's mission, initiatives and program priorities. The Council's focus is on the areas and activities covered in the Reclamation CFO Organizational Plan.

The Council identifies issues and makes recommendations to the CFO on business practices related to the improvement of Reclamation's financial integrity. Responsibilities of the Council include overseeing management, decision processes, and cost recovery activities of the Working Capital Fund (WCF); deliberating and making recommendations to the CFO on Reclamation-wide automated business systems initiatives; providing direction for preparation of the CFO Annual Report and reviewing/approving the final draft of the report; and performance special assignments for the CFO or Commissioner.

Upon completion of the REDS proof of concept pilot, the functional teams reviewed the results and the pilot team proposed Reclamation-wide implementation of the software suite selected. The REDS proof of concept results were presented to Reclamation's CFO Council in October 2002. The CFO Council made the decision to implement only the records and drawings management systems from the REDS pilot. The CFO Council also decided that full document management could continue at the pilot site, with local funding, and would not be considered part of the REDS Project. Responsibility of the REDS Project was transferred from the pilot site to the Denver Office and Project Management Team was established to develop a strategy for deployment of REDS as a corporate wide system.

REDS is in production mode in the Denver Office Technical Service Center. Regional acceptance of the approved workflow model has been at issue and has caused a delay in the implementation schedule. The schedule for the Bureau-wide implementation of REDS has been revised per Reclamation management decision and is approved for completion by the end of FY 06.

How does this investment support your agency's mission and strategic goals and objectives?

Resource Use:
Deliver Water and Power in an Environmentally Responsible and Cost Efficient Manner.
REDS supports DOI strategic goals by providing an electronic drawings management and records system that enables Reclamation to better manage, develop, and protect water resources for current and future generations.

Management:
Manage the Department to be highly skilled, accountable, modernized, functionally integrated, citizen-centered and results oriented.
REDS supports the mission and strategic goals of Reclamation by providing more effective management and preservation of information related to Reclamation's projects.

How does it support the strategic goals from the President's Management Agenda?

Expanded Electronic Government :
REDS provides the foundation for Reclamation to meet the President's Management Agenda to "Expand Electronic Government" by providing a capability for responsive and cost-effective information sharing between Reclamation and other government agencies. REDS provides a method to manage information required in responding to Electronic Freedom of Information Act (E-FOIA) requests from citizens. REDS provides the ability to store electronic drawings in a system that is searchable by government employees. Reclamation is composed of six regions. Each region is required to manage records. Currently there are various automation systems throughout Reclamation that result in:
-Various records management software packages are used throughout Reclamation.
-Various drawings management software packages are used throughout Reclamation.
-Drawings managers are executing different business practices throughout Reclamation.
-Records managers are executing different business practices throughout Reclamation.
REDS enforces common software and business practices for securely managing electronic documents consistently throughout Reclamation.

Competitive Sourcing:
REDS uses competitive sourcing in the acquisition of the software and professional services for configuration and implementation.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

The REDS system is a replacement for the Bureau of Reclamation's current paper-based legacy systems. However, the REDS Management Team has participated with other DOI agencies is accordance with the President's E-GOV Initiative:

-January 2003: Reclamation began discussing records management business practices and the REDS pilot with NARA and the Government-wide 'Quick Silver' team. The 'Quick Silver' team referred the REDS Core Team to Chris O'Donnel at the Environmental Protection Agency (EPA).

-February 2003: The REDS Core Team and BLM began discussing Records Management Business Practices and the REDS Exhibit 300.

-In February 2003, the REDS Core Team began discussing Electronic Records Management requirements and systems with the Office of Special Trust (OST). Discussions include the REDS pilot and results, technology, and the EPA Assessment Report.

-In March 2003, the REDS Core Team began developing a partnership with MMS's E-Gov Program Management Office, FWS, and BIA. These initial meetings were to begin sharing knowledge about system requirements, technology, and business practices.

-In January 2004, the REDS Functional Sponsor and Project Manager began discussing Electronic Document Management environments and requirements with the National Park Service.

How will this investment reduce costs or improve efficiencies?

Reclamation's Information Management initiatives require efficient management of information:

-Manage Agency Records: Reclamation is required to establish and maintain an economical and efficient Records Management Program. Efficient records management is essential to the preservation of the history and day-to-day business of Reclamation. Records encompass all types of materials, in a variety of media held or generated within Reclamation including correspondence, reports, drawings, and photographs. Over the past twenty years, Reclamation has drastically changed how records and documents are created. Employees now use personal computers and electronic mail packages to communicate and document events, agreements and decisions. We use computer software packages to create designs, architectural structures, databases of information and other documents. The evolving electronic technology presents a greater challenge for managing records. The current Reclamation systems (ARMS and EDRS) are automated indexes that tell us the location of existing hard copy records. The business practices used for these two systems vary region to region. These systems do not have the capability to manage electronic documents and/or records.

-Secure Agency Drawings: REDS secures each drawing in the system while allowing for maximum flexibility in the use of the drawings. User access and security privileges are granted for each drawing. All user activity is recorded and logged. This functionality provides Reclamation an efficient method for implementing Federal Information System Control Audit Manual (FISCAM).

-Managed Collaborative Electronic Workflow: Managed and controlled collaborative electronic workflow environment replaces existing paper processes. REDS also ensures the established policies for drawings processes are followed and enforced. The electronic automation of existing paper processes will increase productivity and reduce lost time in locating paper drawings.

-Legal Requirements: Reclamation is required, as stated in 44 U.S.C. 3101 to make and preserve records containing adequate and proper documentation of the organization, functions, policies, and essential transactions of the agency and to furnish the information necessary to protect the legal and financial rights of the Government. REDS enables the Reclamation to efficiently manage and quickly retrieve electronic records as required for legal inquiries.

-Business Practices: Reclamation Drawings Management and Records Management Business Practices are evolving to a more consistent practice throughout the agency. REDS enforces these common business practices. The REDS Enterprise configuration applies to all REDS users. All Reclamation drawings are stored and secured in the REDS Libraries. The same business practices are used to search and retrieve Reclamation drawings .

-Replace Business Practices: The Reclamation Electronic Document Management System (REDS) is a replacement system for two steady state systems, the Automated Records Management System (ARMS) and Engineering Drawings Reference System (EDRS). The ARMS and EDRS systems manage the retention and disposition of the paper records. Reclamation records and drawings are both paper and electronic records. The business and information technology communities within Reclamation have validated the need to manage both paper and electronic records throughout the record's life cycle.

-Replace Obsolete Technology: The ARMS and EDRS systems reside on an obsolete hardware and software architecture. Replacing these systems to the current Reclamation hardware and software architecture allows Reclamation to eliminate legacy system support costs.

List all other assets that interface with this asset.

The REDS Suite uses the local and wide area network and the desktop computers. Desktop applications create Reclamation records, which are then maintained in the REDS system.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	0.500
BY 2007 Total, All Stages Resources:	0.500
Life Cycle Total, All Stages Resources:	11.662

Reclamation Mission Support System (RMSS)

BOR-RMSS (Reclamation Mission Support System)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification	
Agency	Department of the Interior
Bureau	Bureau of Reclamation
Budget Account Number	010-10-4524
Account Name	BOR Working Capital Fund
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Reclamation Mission
Name of Investment	BOR-RMSS (Reclamation Mission Support System)
Full UPI Code	010-10-01-03-01-1047-00-117-056

Investment Justification
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.
INTRODUCTION Established in 1902, the Bureau of Reclamation is best known for the dams, power plants, and canals it constructed in the 17 western states. These water projects led to homesteading and promoted the economic development of the West. Reclamation has constructed more than 600 dams and reservoirs including Hoover Dam on the Colorado River and Grand Coulee on the Columbia River. Today, Reclamation is the largest wholesaler of water in the country. Reclamation brings water to more than 31 million people, and provides one out of five Western farmers (140,000) with irrigation water for 10 million acres of farmland that produce 60% of the nation's vegetables and 25% of its fruits and nuts. Reclamation is also the second largest producer of hydroelectric power in the western United States. Fifty-eight power plants annually provide more than 40 billion kilowatt hours generating nearly a billion dollars in power revenues and produce enough electricity to serve 6 million homes. Today, Reclamation is a contemporary water management agency whose Mission and Strategic Plan outline numerous programs, initiatives and activities that are and will help the Western States, Native American Tribes and others meet new water needs and balance the multitude of competing uses of water in the West. Reclamation's mission is to assist in meeting the increasing water demands of the West while protecting the environment and the public's investment in these structures. Reclamation places great emphasis on fulfilling our water delivery obligations, water conservation, water recycling and reuse, and developing partnerships with customers, states, and Indian Tribes, and in finding ways to bring together the variety of interests to address the competing needs for limited water resources. The Reclamation Mission Support System (RMSS) is an interconnected set of Information Technology (IT) resources within and across Reclamation and its regional offices that supports mission-related business operations, responding as needed to changing requirements and improved technology. The RMSS combines business cases submitted in fiscal year 2003 for WOGSS, PNGSS, MPGSS, LCGSS, UCGSS, GPGSS, and DOGSS in the BY2006 budget submission. RMSS consists of applications, servers, workstations, communications equipment, and the personnel to support them at Reclamation's headquarters, Denver Office, Regional Offices, Area Offices, and Field Offices at over 70 geographic locations throughout the western United States and Washington DC. RMSS functions to compute, store, access, maintain, and back up user-generated mission-specific data and supports a wide range of related functional activities, including planning, environmental programs, and administrative functions related to water and hydroelectric power management objectives. The primary goal of this investment is to maintain the current, mission-specific, computing environment in an efficient manner and to take advantage of technology advances as appropriate. The system received IT security certification and accreditation in FY2004 and will reaccredit every three years thereafter.   INVESTMENT STATUS SUMMARY RMSS is primarily in a steady state phase and no major acquisitions or contracts are planned. Maintenance and life cycle management of the various components are treated as operational costs. As part of these operational costs, the investment includes life cycle technology refreshments which are intended to replace and/or upgrade components of the technology infrastructure each year consistent with industry standards and DOI guidance. Capital Planning Investment Control (CPIC) for this investment is accomplished through Reclamation's CIO Council and Investment Review Board processes. RMSS is in steady state and has been reviewed by Investment

Review Boards (IRBs) at Reclamation and on June 8, 2005, at the Department of the Interior.

Oversight of the investment's actual performance is the responsibility of the business sponsor and is reported to DOI on a quarterly basis.

RMSS as a 'steady state' investment does not have major development or enhancements planned. Its' primary goal is to maintain the currently stable environment and therefore provide effective and reliable automation support to Reclamation Mission functions. This investment is currently and will continue to be managed in conjunction with the Department of Interior comprehensive enterprise-wide e-government initiative to provide internal and external customers with broader access to our services. Investments are based on business cases and best practices with the goal of improving citizen access to services and public information, and of enhancing business systems and processes. In conjunction with, and based upon, the strategic and implementation plans which have been developed for the Interior enterprise architecture (IEA), a Department-wide e-government strategy is in various stages of development and implementation. Working from this DOI strategic plan, Reclamation will continue to look for and identify business activities it can then explore for potential common e-government and IT solutions. Interior is a recognized leader in e-government and has taken a lead role for several government-wide e-government strategy initiatives. Namely: Geospatial One-Stop, Recreation One-Stop and through a major contribution to the President's volunteerism initiative by working with the White House's USA Freedom Corps Network to launch www.volunteer.gov.

As RMSS provides infrastructure to support Reclamation water and power functions that are anticipated to continue indefinitely, the Exhibit 300 will serve as the formal acquisition plan for future operational enhancements.

RMSS will be funded from the Bureau of Reclamation Working Capital Fund (WCF). The WCF was authorized by legislation P.L. 99-141, Appropriations for Energy and Water Development for the Fiscal Year Ending September 30, 1986, Title II: Department of the Interior, November 1, 1985. The WCF is available without fiscal year limitation for expenses necessary for furnishing materials, supplies, equipment, facilities, work, and services in support of Reclamation programs. It is credited with appropriations made for the purpose of providing or increasing capital. By design, the fund operates on a self-supporting basis through user charges deposited in the fund. Charges to users are based on rates approximately equal to the costs of furnishing the materials, supplies, equipment, facilities, and services, including labor and related costs

How does this investment support your agency's mission and strategic goals and objectives?

The system directly supports Reclamation's mission of delivering water to the American public by supporting the automation of a wide range of water management activities, including design, planning, construction, facility maintenance, water distribution and accounting, environmental programs, and administrative functions related to water and hydroelectric power management objectives. This activity clearly supports the "Water Resource Management" sub-function under the "Natural Resources" line of business associated with Services to Citizens business area of the Federal Enterprise Architecture's Business Reference Model. RMSS operation is consistent with the Department of Interior's strategic goal of "Manage Resources to Promote Responsible Use and Sustain a Dynamic Economy" by contributing to the accomplishment of DOI Outcome Goal: "Deliver Water Consistent with Applicable Sate and Federal Law, in an Environmentally Responsible and Cost-efficient Manner. "

How does it support the strategic goals from the President's Management Agenda?

Strategic Management of Human Capital
- This system investment supports this aspect of the PMA by interfacing to payroll, personnel and human capital management functions related to the Federal Personnel and Payroll System (FPPS)

Competitive Sourcing
-This system investment indirectly supports this aspect of the PMA by providing acquisition support related to the Interior Department Enterprise Acquisition System.

Improved Financial Performance.
-This system investment indirectly supports this aspect of the PMA by interfacing to financial management information provided by the Federal Finance System (FFS)

Expanded Electronic Government
Government to Citizen (G2C)
-This investment indirectly supports all aspects of this PMA goal by providing effective day-to-day Reclamation mission specific technology infrastructure and automation support.

Government to Business (G2B)
Government to Government (G2G)
Internal Efficiency and Effectiveness (IEE)
-This investment directly supports this PMA goal by providing effective and reliable day-to-day automation support of Reclamation mission specific operational work activities to be accomplished quickly through efficient leverage of human resources. Reclamation specific Mission activities and related business information can be communicated analyzed and managed more efficiently than would otherwise be possible.

Budget and Performance Integration

- This investment directly supports budget and performance integration by supporting management information systems and decision support systems used for effective budget formulation.	
If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.	
No, This investment is not a multi-agency initiative.	
How will this investment reduce costs or improve efficiencies?	
By providing effective and reliable day-to-day automation support for communications and business processes, this investment allows mission specific operational work activities to be accomplished quickly, through efficient leverage of human resource. Mission information can be communicated analyzed and managed more efficiently than would otherwise be possible without it.	
List all other assets that interface with this asset.	
RecNet - RMSS utilizes and interfaces with RecNet (Reclamation's wide-area network). RecNet is, however, treated as a separate investment, and as such, wide-area network performance improvement opportunities identified for RMSS are forwarded to the responsible RecNet manager for consideration in conjunction with all other Reclamation network needs. RecNet has been re-engineered to address perimeter security issues and web server consolidation for all mission support systems. Thus, overall business objectives relating to efficient and effective financial, architectural, project activity, etc., have been managed to accomplish better leverage of both the current and future wide area network investment, while also addressing specific needs for this mission support system. Business Functional Applications - The responsible business area and the related functional needs determine re-engineering of business functional applications. As those needs impact RMSS they will be consolidated and analyzed by the responsible manager to determine and propose (if appropriate) a separate RMSS development /major enhancement business case.	

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	38.757
BY 2007 Total, All Stages Resources:	38.757
Life Cycle Total, All Stages Resources:	345.433

U.S. GEOLOGICAL SURVEY (USGS)

Advanced National Seismic System (ANSS)

USGS - Advanced National Seismic System (ANSS)

INVESTMENT OVERVIEW AND JUSTIFICATION

Investment Identification

Agency	Department of the Interior
Bureau	US Geological Survey
Budget Account Number	010-12-0804
Account Name	Surveys, Investigations and Research
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Geologic Hazards, Resources and Processes
Name of Investment	USGS - Advanced National Seismic System (ANSS)
Full UPI Code	010-12-01-05-01-1201-00-104-007

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

This investment supports the mission and goals of the interagency National Earthquake Hazards Reduction Program (NEHRP). NEHRP is the Federal government's coordinated approach to addressing earthquake hazards and risks. NEHRP was established by Congress in 1977 (Public Law 95-124) as a long-term, nation-wide program to reduce the risks to life and property in the U.S. resulting from earthquakes. NEHRP is implemented by the Federal Emergency Management Agency (FEMA), the National Institute of Standards and Technology (NIST), the National Science Foundation (NSF), and the United States Geological Survey (USGS).

The 1990 reauthorization of NEHRP (Public Law 101-614) states that, "The United States Geological Survey shall conduct research necessary to characterize and identify earthquake hazards, assess earthquake risks, monitor seismic activity, and improve earthquake predictions." To carry out this mandate the USGS operates the U.S. National Seismic Network, a network of widely spaced seismic stations, and the USGS supports the operation of regional seismic networks of more closely spaced seismic stations in areas of high to moderate seismicity. Most of the regional networks are operated under cooperative agreements with universities. Most of the equipment in these networks was designed, manufactured, and installed over twenty years ago and needs to be replaced with modern sensors, recording devices, and telecommunications. In addition, there is little or no seismic equipment in urban areas to record and report the severity and distribution of strong ground shaking during an earthquake and to provide the data for the design and construction of earthquake resistant structures.

The ANSS investment will enable the USGS to modernize and integrate its legacy seismic networks into an integrated and Advanced National Seismic System (ANSS) while also augmenting this system with critically needed strong motion monitoring of seismic energy in at-risk urban areas across the U.S. This effort directly supports the President's Management Agenda for E-Government in the area of Disaster Assistance and Crisis Response and the Disaster Management line of business in the President's Business Reference Model. It also directly supports the Department of the Interior's Strategic Goal of Serving Communities, and the USGS Program Strategic Goal to "Ensure the continued transfer of data, risk assessments and disaster scenarios needed by our customers before, during and after natural disasters, and increase delivery of real-time hazard information to minimize loss of life and property."

A complete summary of ANSS requirements and associated goals can be found at: http://geology.cr.usgs.gov/pub/circulars/c1188/. The ANSS will be capable of providing real-time information on the distribution and intensity of ground shaking to emergency response officials so that they can more rapidly assess the full impact of a significant earthquake and speed disaster relief to the areas that need it most. ANSS will also provide engineers and building code developers with the information they need to improve building design standards and engineering practices to mitigate the impact of future earthquakes.

As part of the FY2001 NEHRP reauthorization (P.L. 106-503), Congress approved the ANSS plan and authorized full funding for the implementation effort (approximately $171 million over five years - the

current draft reauthorization of the NEHRP program - H.R.2608 - authorizes not less than $30M for ANSS in each FY04 and FY05, and not less than $36M in FY06, FY07 and FY08). Congress also called for a management plan to outline the detailed implementation of ANSS. Accordingly, a plan was completed and submitted to the Department of Interior in the spring of 2001 (currently pending Department and OMB approval). By FY03, approximately 350 ANSS strong motion earthquake sensors were deployed in seven large metropolitan centers across the country, and an additional 98 sensors were deployed that year. Significant enhancements in earthquake preparedness and response efforts have also already been achieved, including implementing a real-time ground shaking reporting system that displays the variation in the intensity of earthquake ground shaking for the San Francisco and in Salt Lake City regions. The Salt Lake City enhancements were on line prior to the Winter Olympics; similarly, the San Francisco upgrades were on-line and operational during the May 13, 2002, Gilroy, California earthquake (magnitude 4.9) and allowed for rapid reporting of earthquake location and ground shaking information which was used to assess emergency response efforts and loss estimation. NEHRP was reauthorized by the Earthquake Hazards Reduction Authorization Act of 2004, P.L. 108-360, enacted October 25, 2004.

The ANSS initiative is also an integral part of the President's Disaster Management, E-Government and Homeland Security efforts. Earthquakes represent the Nation's greatest single-event natural hazard, and impact of a catastrophic quake could be significantly greater (in terms of life loss and economic impact) than the September 11, 2001 terrorist attacks. Although earthquakes cannot be prevented, their impact can be greatly reduced - this project is critical to realizing this goal. The economic benefits of improved seismic monitoring are detailed in a recent report of the National Academy of Sciences (see: http://www.nap.edu/catalog/11327.html) which strongly supports the development of ANSS.

Investment Review and Approval Process: The USGS Investment Review Board and the Department of the Interior Investment Review Board and Management Initiatives Team have reviewed and approved this project. U.S. Geological Survey (USGS) utilizes a comprehensive Capital Planning and Investment Control (CPIC) process for the selection, control and evaluation of IT investments. For each investment, the CPIC process includes periodic reviews by USGS Subject Matter Experts to ensure compliance with OMB A-11, and quarterly control reviews by the USGS IRB to examine expected benefits in cost, schedule, technical, and performance baselines. On March 31, 2005, the USGS Investment Review Board approved the submission of ANSS as part of the USGS portfolio. On May 13, 2005, ANSS successfully completed USGS Subject Matter Expert scoring aligned with OMB scoring criteria and FEA guidance. ANSS was reviewed and selected for the FY07 Portfolio by the DOI Investment Review Board on June 22, 2005.

As a result of the December 26th tsunami disaster in the Indian Ocean Region, the President proposed, and Congress approved, an increase in FY05 funding to USGS for improving seismic monitoring in the US and worldwide. Of this increase, $2.95 million was allocated to ANSS. These "two year" funds are being spent in the fourth quarter of FY05 and in FY06.

How does this investment support your agency's mission and strategic goals and objectives?

The ANSS supports the Mission area of the Department of Interior's Strategic Plan, Serving Communities. Specifically, the ANSS initiative addresses two Strategic Goals within this Mission area:
• Goal 1: Protect Lives and Property
• Goal 2: Advance Knowledge Through Scientific Leadership and Inform Decisions Through Application of Science

Earthquakes threaten lives and property and are detrimental to local and national economic health. The ANSS is designed to Protect Lives and Property by improving the quality and timeliness of information we provide to communities so they can use it to improve their warning systems, planning processes, response efforts, community education, and building modifications. The installation of new and upgraded seismic monitoring equipment to assess and track earthquakes and the resulting hazards is necessary to provide improved and timely information to communities. By providing more timely and informative earthquake reports and alerts to first-line responders, the ANSS will address the DOI Strategic Goal of Safeguarding property and financial assets, advance scientific knowledge, and improving the quality of life for communities we serve. Performance toward this goal will be measured by the number of communities served by ANSS and by the resulting hazard mitigation, preparedness, decision-maker satisfaction (needs for information met), and consequent reduction of risk.

The ANSS supports the DOI Strategic Goal of Advancing Knowledge Through Scientific Leadership and Inform Decisions Through Application of Science, by providing the data needed to better characterize seismic hazards and by providing communities, businesses, and individuals with the information they need to better understanding and mitigate seismic risk. This will be accomplished by ensuring the soundness of methodology, accuracy, and reliability of the underlying science (through program evaluation, peer review), and by improving stakeholder access to needed science information. Performance will be measured by numbers of sampled customers reporting adequacy of science base to inform decision

making for earthquakes.

Finally, the ANSS supports the science programs of the USGS and the Department by focusing on data collection and understanding, modeling and predicting how multiple forces affect Earth systems. To improve public input, the ANSS relies on regular interactions with customers, cooperators, and others who have a major role or interest in earthquake science. This input was used from the beginning to establish the needs and priorities for an Advanced National Seismic System (see USGS Circular 1188).

How does it support the strategic goals from the President's Management Agenda?

This project supports the President's Management Agenda by making use of the Grants.gov portal of the e-Government initiative (a.k.a., *E-Grants*). On 3-year cycle, ANSS solicits applications for cooperative monitoring agreements through the Grants.gov portal. These cooperative agreements fund University partners that operate the regional seismic monitoring networks upon which ANSS is being built. Use of E-Grants began in FY04 with the USGS annual solicitation for earthquake research grants. The next solicitations will be in summer 2006.

ANSS also supports the President's Business Reference Model in the area of Disaster Assistance and Crisis Response, by:
• improving the efficiency and effectiveness of earthquake monitoring and reporting in the U.S.;
• building a technology framework for the integration of earthquake monitoring and reporting systems nation wide; and
• supporting Homeland Security efforts, by providing rapid and informative information to emergency responders that enables them to save lives and protect property through sound decision making.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

ANSS is a single-agency initiative, but is extensively partnered with other Federal agencies and State and local entities, as follows. Several of these entities contribute directly, others in-kind.
NEHRP Federal Agency Partners: Federal Emergency Management Agency; National Science Foundation (NSF); National Institute of Standards and Technology (NIST).
Other Federal Agency Collaborators:
Department of Commerce (NOAA; for the location and size of earthquakes beneath ocean areas for tsunami (tidal wave) warnings); the Army Corps of Engineers; U.S. Bureau of Reclamation; The DOE National Laboratories (Los Alamos National Laboratory and Idaho National Engineering and Environmental Laboratory).
State and local earthquake response agencies, emergency managers and emergency response officials in earthquake-prone regions: the National Emergency Managers Assoc.; California Geological Survey; California Office of Emergency Services; California Department of Transportation; California Division of Water Resources; California Institute of Technology; Kentucky State Geological Survey; Hawaii Department of Civil Defense; Montana Bureau of Mines and Geology; Ohio State Geological Survey Nevada Bureau of Mines and Geology; Utah Office of Emergency Services; Utah State Geological Survey Utah Seismic Safety Commission; Washington State Office of Emergency Services; Washington State Department of Natural Resources; Anchorage, Alaska, Office of Emergency Services; Los Angeles Department of Water and Power.
Private Sector Partners: Pacific Gas and Electric; Southern California Edison; Southern California Gas Union Pacific; Alyeska Pipeline Service Company.
Cooperating educational institutions: Boise State University; Brigham Young University; Delaware Geological Survey; Georgia Tech University; Hawaii Volcano Observatory; Lamont-Doherty Earth Observatory, Columbia University; Massachusetts Institute of Technology; New Mexico Tech University Northern Arizona University, Flagstaff; Ricks College, Rexburg, Idaho; Saint Louis University; University of Alaska, Fairbanks; University of California, Berkeley; University of California, Los Angeles; University of California, San Diego; University of Memphis; University of Nevada, Reno; University of North Carolina, Chapel Hill; University of Puerto Rico, Mayaguez; University of South Carolina; University of Tennessee, Knoxville; University of Texas, El Paso; University of Utah; University of Washington; Virginia Polytechnic Institute; Weston Observatory; Boston College.

How will this investment reduce costs or improve efficiencies?

Implementation of an Advanced National Seismic System will expand seismic recording in urban areas of the United States for rapid damage assessments and will provide data on the amplitude, frequency content, and duration of ground shaking for engineering design and construction purposes. This investment will also provide for the needed modernization and integration of existing regional and national seismic networks. This, in turn, will result in improved efficiencies and enhanced effectiveness in the following ways:
-- faster and more accurate reporting of earthquakes to enhance first-responder programs (including delivery of "ShakeMaps") to speed earthquake disaster relief and save lives);
-- reduced single-points-of-failure and hardened acquisition, monitoring, and reporting systems;
-- more efficient operation of earthquake monitoring systems, including more rapid data analysis, consolidated data archiving (because it is cost-effective, USGS is partnering with NSF to archive ANSS data through the IRIS Data Management Center in Seattle, WA, and is in discussion with NSF on an

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agreement on Data), and streamlined earthquake reporting systems;
-- expanded availability and direct access to the high quality strong motion data that engineers need to improve building codes, design standards, and land use practices.

In this context, ANSS will reduce costs through avoided losses. Losses are avoided by a combination of improved mitigation (a consequence of more accurate hazard assessments), improved emergency response (a consequence of more accurate, useful and timely information), and improved awareness and decision-making in both the public and private sectors (a consequence of the availability of accurate, reliable and timely information, plus effective outreach). The economic benefits of improved seismic monitoring are detailed in a recent report of the National Academy of Sciences (see: http://www.nap.edu/catalog/11327.html), which strongly supports the development of ANSS.

In addition, a 2003 study of Federal research and development funding, done for the President's Office of Science and Technology Policy by the RAND Corporation, concluded that "Earthquake R&D, which makes up a comparatively small portion of the federal budget [relative to weather-related R&D] may ultimately prove a more cost-effective investment."

List all other assets that interface with this asset.

ANSS interfaces with the following systems:
--The DOI Enterprise Services Network (because of the ESN's requirement for reliable and secure high-speed, high-capacity data transmission)
--The USGS component of DOI's enhanced, wide-area network (being developed through a separate investment)
--The Global Seismographic Network (a joint USGS-NSF Program), utilizing GSN data, communications and quality control processes.
--The NOAA Tsunami Warning System
--CREST (Consolidated Reporting of Earthquakes and Tsunamis), a partnership of USGS, NOAA and five western states, to enhance the quality and quantity of seismic data provided to the NOAA tsunami-warning centers in Alaska and Hawaii.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0.3
BY 2007 Acquisition Resources:	3.566
BY 2007 Maintenance Resources:	5.000
BY 2007 Total, All Stages Resources:	8.866
Life Cycle Total, All Stages Resources:	352.332

National Biological Information Infrastructure (NBII)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	US Geological Survey
Budget Account Number	010-12-0804
Account Name	Surveys, Investigations and Research
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Biological Research
Name of Investment	USGS - National Biological Info. Infrastructure (NBII)
Full UPI Code	010-12-01-05-01-1206-00-109-026
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	
In 1993, the National Research Council (NRC) published a report titled A Biological Survey for the Nation. Among many other recommendations, this report called for the development of the mechanism to make the immense volume of biological information generated by both the public and private sectors available and useable by policy- and decision-makers, resource managers, researchers, educators, and the public. The National Biological Information Infrastructure (NBII) was developed to address this NRC recommendation. The NBII provides the technical and organizational infrastructure that provides the link between the producers or contributors of biological information and the consumers of that information. The NBII continues to expand on its community of producers of reliable, high-quality biological information to support a range of consumers and a variety of uses. These biological information contributors represent all economic sectors including federal, state, local, and tribal government agencies; academic institutions; non-government organizations (NGOs); and private industry. The biological databases, information products, sources of biological expertise, biological resource links, and analytical tools developed and/or maintained by NBII contributors are made available to biological information consumers for systematic discovery, organization, storage, and access scientific data and information from these diverse sources. NBII's customers - biological information consumers - include anyone who manages, studies, or uses biological data, resources, and tools. Typically, biological information consumers come from both the public and private sectors - scientists, planners, decision-makers within the Department of the Interior (DOI) and other federal agencies, state and local governments, industry, educational institutions, and the general public. The collaborative nature of NBII supports the federal government's mission to identify opportunities to consolidate information technology (IT) investments, providing an infrastructure for the sharing of biological information that can be leveraged by multiple organizations. The NBII helps avoid duplicative data collection efforts, allowing scarce resources to be utilized more effectively to fill important biological data gaps. Additionally, value-added analyses prepared by and software tools made available through the NBII help biological information consumers analyze, integrate, and visually display biological data and information. The FY 2007 funding will support NBII's continued incremental enhancement and maintenance of existing capability, continued expansion of its community of biological information consumers, and focus on emerging issues of importance to NBII's stakeholders (e.g., invasive species). The USGS Investment Review Board and the Department of the Interior Investment Review Board and Management Initiatives Team have reviewed and approved this project.	
How does this investment support your agency's mission and strategic goals and objectives?	
The NBII provides the nation with a mechanism for accessing the vast amount of existing biological and natural data, information products, and analytical tools that support and enhance science-based decision-making. The NBII goals and objectives are consistent with and support the core mission of the USGS. "The USGS serves the Nation by providing reliable scientific information to describe and understand the Earth; minimize loss of life and property from natural disasters; manage water, biological, energy, and mineral	

resources; and enhance and protect our quality of life." Likewise, the NBII's strategic goals and objectives directly support DOI's mission. "The Department's mission is to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to tribes and our commitments to island communities. Charged with this mission, the Department balances the protection of the Nation's investment in its natural and cultural resources with access and use of recreational, cultural, and natural resources to benefit the American people."

The DOI FY 2003 - FY 2008 Strategic Plan has organized the Department's goals into four mission areas - Resource Protection, Resource Use, Recreation, and Serving Communities - and each program in each DOI bureau falls under one of these four areas. As part of the Biological Informatics Program of the USGS, the NBII falls organizationally under the Serving Communities theme within the DOI One Plan Goal to "Advance Knowledge through Scientific Leadership and Inform Decisions through the Application of Science." The Program seeks to gather the biological information generated by USGS and others, organize and integrate it in useful ways, and promote its use through the development of tools and standards to apply good science to societal challenges. The NBII supports USGS's goal of Serving Communities through:
- Knowledge Exchange - Development of the framework to support knowledge discovery and creation for the nation's biological and ecological resources,
- Knowledge Base - Creation an integrated library of biological knowledge by systematically discovering, acquiring, organizing, storing, updating, and making available scientific data and information from diverse sources; ensure that this library responds to the information needs of land and resource managers and other stakeholders and users,
- Decision-Making - Leading the development, selection and distribution of tools and standards necessary to facilitate system-wide interoperability and allow meaningful interactions with scientific data and information, and
- Awareness - Empowering NBII users by creating an awareness of the NBII and its capabilities and providing support to enable users to directly apply NBII products and services within their own areas of concern.

How does it support the strategic goals from the President's Management Agenda?

The NBII directly supports the initiatives of the President's Management Agenda (PMA).

Electronic Government: The NBII's vision, mission, structure, and business practices are fully aligned with the PMA guidelines for e-government initiatives, and directly support two major components of the President's Management Agenda. These include 1) science-based decision-making, by making available to scientists and researchers a broad range of data and information produced by organizations in every sector through the use of public-public and public-private partnerships; and 2) electronic government, by simplifying and enhancing the delivery of data, information, and tools to citizens by providing an efficient and easy to use portal. Within e-government, the NBII supports the PMA's goal of collaborative science-based decision-making by providing the framework necessary to effectively compile, assess, analyze, and disseminate a broad range of information to scientists and researchers. NBII's support of the PMA objectives for expanded electronic government, including: 1) Citizen-centered - The NBII provides citizens with fast and easy access to a more comprehensive and inclusive biological knowledge resource than is available from any other single provider, 2) Collaboration - The NBII has developed collaborative relationships with external partners to share biological resources and to address issues that are important to the United States. The NBII works collaboratively with many organizations to develop the technologies to support NBII's mission and develop standards that improve the quality and usability of data collection and sharing. Additionally, the NBII allows biological information consumers and contributors to collaborate on projects to set schedules, assign tasks, share documents, participate in threaded discussions, and exchange ideas. The NBII Portal provides interactive workspaces where NBII consumers and contributors can drive initiatives, exchange information, and interact with other resources integrated into the portal, 3) Maximize IT investments to ensure interoperability and minimize redundancy - The collaborative nature of the NBII helps avoid duplicative data collection efforts, allowing scarce resources to be utilized more effectively to fill important biological data gaps. Additionally, the NBII supports the Federal government's mission to identify opportunities to consolidate IT investments, providing an infrastructure for the sharing of biological information and tools that can be leveraged by multiple organizations.

Strategic Management of Human Capital: The NBII Program Office within USGS uses a de-layered, matrixes structure that is totally aligned with the mission, goals, and objectives of the investment and the agency. This high-performing workforce has a diverse skill mix that covers all NBII management and operational requirements, and is the basis for NBII's performance-based, customer oriented culture. In addition, the NBII is a federation of partners - more than 200 in all - that provides access to an enormous pool of expertise from which to draw to ensure that the right skills are applied to each activity. The entire partnership network is focused on the goal of using e-business technologies to ensure stakeholder participation designed to provide citizen governance as well as citizen access to NBII products and services.

Competitive Sourcing: All DOI bureaus are being reviewed for compliance with PMA Competitive Sourcing guidelines with the goals of meeting increasing demands for service in the face of flat budgets; ensuring the continued viability of an aging infrastructure in the face of a retiring workforce; and accelerating technological change. The NBII Program functions as a public-private partnership, working with organizations from all sectors. This ensures that skills and other resources required for each activity may be provided by the most appropriate source.

Improved Financial Performance: The NBII is a collaborative project that supports each of these goals by including human and other resources from multiple federal agencies, state, local, and tribal governments, as well as organizations from academia and the non-government and private sectors. To maximize the impact of its efforts, the NBII fully leverages the resources of partners wherever possible, to address such critical issues as invasive species and Chronic Wasting Disease. NBII averages leveraged contributions from partners at a ratio of approximately 1:3 (one NBII dollar leveraged by the monetary or in-kind equivalent of three contributed dollars from partners.) It is anticipated that partner support will continue at this ratio.

Budget and Performance Integration: The NBII is committed to serve the nation by providing reliable scientific information for many purposes, including efforts to manage biological and other natural resources. By performing this valuable function, the NBII helps the USGS to maximize the Nation's investment in science research and monitoring activities by leveraging Federal research dollars against those expended by other organizations in all sectors. This benefits everyone by avoiding costly duplicative data collection. The USGS Annual Performance Plan validates the necessity for the NBII's dual tasks of (1) providing a single point of access for USGS biological data and information, as well as (2) playing a leadership role in coordinating biological data and information from other organizations in order to provide a clearer picture of the Nation's biodiversity and natural resources. This validation is echoed in the words of the National Research Council, which described the USGS as a "vitally important provider and coordinator of information related to critical issues in the natural sciences." Acceptance of this task has led the USGS to set for itself long-term and annual goals addressing the need for the organization of environmental and natural resource information, to be measured in terms of long-term data collection and management efforts toward maintaining, improving, and supporting large data infrastructures. In addition, the agency is committed to fostering partnerships with universities, states, and other organizations for the supply and analysis of this information. The NBII is such a partnership-based, collaborative infrastructure, and has fully complied with the strategic direction of the USGS of combining and enhancing diverse programs, capabilities, and talents, and increasing customer involvement to strengthen the Nation's scientific leadership and contribution to the resolution of complex issues. The NBII has achieved the Nation's strategic goals by successfully fostering many partnerships including ones with other federal agencies, state and local governments, universities, private industry, and non-government/non-profit organizations.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

Yes, the NBII is a multi-entity, multi-sector program coordinated by the U.S. Geological Survey. The NBII puts a premium on successful partnerships with other agencies and organizations with which we can share resources and expertise as well as leverage other ongoing activities. The agencies and organizations run the gamut and include partners in federal agencies, state agencies, international agencies, inter-agency groups, non-government/non-profit agencies, academic partners, and private industry. The NBII continues to develop and negotiate new partnerships in support of its mission. Of NBII's total partnerships, the following shows the break out by type of the partner: Federal government- 28%, State government- 4%, Local government - 2%, Non-governmental/Non-profit - 17%, Academic - 25%, Interagency - 11%, International - 7%, and Private sector - 6%.

How will this investment reduce costs or improve efficiencies?

The NBII improves the both the direct and indirect return on investment of billions of dollars spent in the US each year on biological research and monitoring activities. Information on biological resources takes many forms and comes from many sources. Vast amounts of information have been collected by government agencies, scientists, and private organizations, including information on specimens gathered by early explorers of the United States (many of these important specimens still exist today in natural history museums) to environmental data collected daily from Earth-orbiting satellites. This immensely valuable and varied information can be found in files, publications, and computers of government agencies and private organizations, and in universities, libraries, and museums around the nation.

Following the publication of the Heinz Foundation's "State of Nation's Ecosystems," William Clark, chair of the publishing committee, testified before a Senate subcommittee that while gaps do exist in the data that has been collected, much data exist that are simply not accessible. As a result, many of the individuals and agencies that could use this information to help address a multitude of issues often don't know it already exists. Unwittingly, they are still devoting substantial funds to information re-collection or make decisions without the benefit of available data. For example, much useful information, such as information

on many museum biological specimens, is only available on paper and not in a computerized format. Thus, it is not easily accessible to anyone outside that institution.

The NBII program improves the visibility of and access to this information and continues to provide benefits to the government and the public by improving access to a broad array of biological information. The value of the NBII investment can be measured by both in terms of increasing efficiencies and positive outcomes.
1.) The ongoing development of NBII standards and tools makes it possible to integrate and compare two or more different data sources to answer a given question. Thus the value of existing datasets becomes exponentially greater when previously isolated data sources can be integrate to support decision-making.
2.) The NBII allows government agencies to identify needed datasets, thus avoiding the costly recollection of biological information that already exists in hundreds of different state resource agency databases, in natural history museums, in libraries across North America, and from many federal agencies. This cost savings to government agencies and to private industry can be redeployed to support additional activities.
3.) By providing full access to the Nation's biological resources during the early stages of decision-making, the NBII can help ameliorate the "conservation vs. use" conflicts that may arise between public resource management agencies, private industry, and citizens.
4.) Educators and students at all levels need curricula and resources reflecting the latest scientific findings. The NBII investment envisions a day when students will be able to study specimens from natural history museums across the country without having to leave their classrooms, thus making education more efficient.
5.) Finally, our citizens want, and deserve, easy access to information on the resources in their community, and their nation, to better understand and develop strategies for conserving the environment. The NBII Investment allows them to access this information from their own computers wherever they choose to do so.

List all other assets that interface with this asset.	
The NBII does not directly interface with any other assets.	
Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

	BY 2007 Planning Resources:	0.000
	BY 2007 Acquisition Resources:	0.000
	BY 2007 Maintenance Resources:	3.958
	BY 2007 Total, All Stages Resources:	3.958
	Life Cycle Total, All Stages Resources:	68.763

National Water Information System (NWIS)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	US Geological Survey
Budget Account Number	010-12-0804
Account Name	Surveys, Investigations, & Research
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Water Resources Investigations
Name of Investment	USGS - National Water Information System (NWIS)
Full UPI Code	010-12-01-05-01-1207-00-117-056
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	

U.S. Geological Survey (USGS) utilizes a comprehensive Capital Planning and Investment Control (CPIC) process for the selection, control and evaluation of IT investments. For each investment, the CPIC process includes periodic reviews by USGS Subject Matter Experts to ensure compliance with OMB A-11, and quarterly control reviews by the USGS IRB to examine expected benefits in cost, schedule, technical, and performance baselines.

On May 13, 2005, the National Water Information System (NWIS) investment successfully completed DOI Subject Matter Expert scoring aligned with OMB scoring criteria and FEA guidance. On March 31, 2005, the USGS Investment Review Board approved the submission of NWIS as part of the FY07 DOI budget submission to OMB. NWIS was reviewed and selected for the FY07 Portfolio by the DOI Investment Review Board on June 22, 2005.

The USGS investigates the occurrence, quantity, quality, distribution, and movement of the surface and underground waters that constitute the Nation's water resources. The NWIS is both a work-flow application and a long-term database for national records of ground water quality and levels; surface water quality, flow, stage and discharge; and, therefore, must be managed and maintained as a national archive of data. USGS personnel in all 50 States, plus Puerto Rico and Guam use NWIS for the collection/acquisition, processing, review, storage and dissemination of data. Data quickly and easily available from NWIS are essential to the implementation and successful completion of a broad range of interpretive studies addressing ground-water, surface-water, water-quality, and water-use issues that are critical to USGS partners in local, State, tribal, and Federal government. For example, the hydrologic data stored and made available by NWIS are used not only for determining the adequacy of water supplies, but also for implementing flood-warning systems; designing dams, bridges, and flood control projects; allocating irrigation water; locating sources of pollution; planning for energy development; and investigating the contamination potential of water supplies due to natural and human influences. NWIS's real-time data processing features enable data transmitted via satellite or other telemetry to be processed, screened for outliers, and made publicly available from the NWIS website 5-10 minutes after transmission.

NWIS is steady-state system with no expected ending date. NWIS should continue to undergo incremental transformation as new methodologies and instruments to investigate, capture and record hydrologic data are discovered and used. In an effort to keep risk low, remain within budget allocation, and more effectively respond to technology changes, the NWIS Project Office (with its Executive Steering Committee) annually evaluates its business requirements and changing computer/software technologies, and then plans the delivery of software updates. Due to the past several years of level funding, the NWIS efforts have been restricted to: minimal modifications necessary to extend the useful life of the application software and improvements to provide

effective information technology (IT) security and to maintain the integrity of the "archive" of water data and information. An increase in funding is needed to not only offset rising costs, but also to begin earnest planning and implementation of the architecture migration strategy to refresh technology, improve workflow, data quality and dissemination of data to the public.

How does this investment support your agency's mission and strategic goals and objectives?

The continued support and enhancement of the NWIS will improve USGS performance in support of Serving Communities Outcome Goal 4.2 Advance Knowledge through Scientific Leadership and Inform Decision Making in the DOI Strategic Plan. User communities and stakeholders will have improved access and use of USGS hydrologic data. Enhancements to NWIS will increase the amount and type of water data and related metadata available to customers, including more information about the quality of the data (Goal 4.2, Strategy 1 Expand the Scientific Knowledge Base, Measure 1: Content and expanse of knowledge base; and Strategy 2 Enhance the Quality and Objectivity of DOI Science, Measure 1: % data validated through peer review or other method). Improvements made to the NWIS applications and interfaces to other agencies will increase customer satisfaction in the areas of ease, speed, and effectiveness of data access and data integration (Goal 4.2, Strategy 3 Lead and Facilitate Exchange and Use of Knowledge, all Measures: Exchange of Knowledge, Use of Knowledge, Ease of Exchange, Ease of Use, and Expand the Use of Technology in Decision Making).

NWIS data for the entire Nation is available to governmental agencies, resources managers, and the public via the World Wide Web (WWW) through the use of the NWISWeb application (http://waterdata.usgs.gov/nwis/). NWISWeb makes data that are collected in real time available to all within a few minutes or hours of collection (depending on telemetry transmission schedules). On a routine basis and during times of crisis, the public, resource managers, and emergency management agencies can now make critical decisions concerning lives and property based on real-time water information. The NWIS is a critical tool used to accomplish the Department's strategic goals. For example, NWIS "Serves Communities" as a vital information source for flood warnings, drought monitoring, and water resource allocations for human and commercial uses and to protect aquatic life. Water managers monitoring hydroelectric power generation also rely on up-to-date river and reservoir information that NWIS/NWISWeb can provide them. As a reliable source for water quality and quantity information, NWIS contributes greatly to the goal of "Resource Protection." In support of the "Recreation" goal, NWISWeb allows recreationists, such as fisherman, canoers, and kayakers, to access real time streamflow and stream-quality information to ensure their safe and enjoyable recreational use of the water resources. Prior to traveling to a remote site for a river trip, a recreationist can easily check the height of the water, through NWISWeb, to determine if it is safe for their recreational activity.

How does it support the strategic goals from the President's Management Agenda?

NWIS also directly supports the electronic government component of the President's Management Agenda by enhancing the delivery of USGS hydrologic data and information to citizens by providing an efficient and easy-to-use portal called NWISWeb. The value of the NWIS's public website, NWISWeb, has been demonstrated by being awarded a 2002 Grace Hopper Government Technology Leadership Award sponsored by GSA's Federal Technology Service and Government Executive Magazine. The USGS NWISWeb was awarded under the category of "Providing individuals and enterprises with access to useful government information."

The NWIS is a distributed network of computers, databases, and supporting software for the storage and retrieval of the water data collected at approximately 1.5 million sites around the country. Many types of water data are stored in the NWIS, including site information, time-series of flow, stage, precipitation, and chemistry, peak flow, ground water, water use, and water quality. As a long-term database and information delivery system, NWIS provides continuous access to over a century of data on the water resources of the United States collected by the USGS and other agencies. Data quickly and easily available from NWIS are essential to the implementation and successful completion of a broad range of interpretive studies addressing ground-water, surface-water, water-quality, and water-use issues that are critical to USGS partners in local, State, tribal, and Federal government. NWIS data for the entire Nation is available to governmental agencies, resources managers, and the public via the World Wide Web (WWW) through the use of the NWISWeb application (http://waterdata.usgs.gov/nwis/). The NWISWeb makes data that are collected in real time available to all within a few minutes or hours of collection. On a routine basis and during times of crisis, the public, resources managers, and emergency management agencies can now make critical decisions concerning lives and property based on real-time water information.

The NWIS (NWIS and NWISWeb) also promotes an improved use of Human Capital by providing a standardized system for capturing, processing, storing, and disseminating data to the WWW for a wide variety of government and private-sector users.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

Although the NWIS program is not a multi-agency initiative and does not receive direct funding from other Federal agencies or organizations, many agencies and customers benefit and rely on NWIS to access the hydrologic data and information provided by the USGS. NWIS participates in and is a component or linkage of several of the E-Gov initiatives: Recreation One-Stop, Disaster Management, and Geospatial One-Stop - predominantly through linkages into NWISWeb web services for real-time streamflow and other types water data. Both the U.S. Army Corp of Engineers and the National Weather Service depend on USGS stream gage data delivered by the NWIS in making the river forecasts that are so vital to public safety and prevention of flood damages.

Below is a partial listing of agencies and organizations that benefit from the different data and information in NWIS.

State/Local Government Agencies
Fish & Wildlife Service
Bureau of Reclamation
Corps of Engineers
Chemical Companies
Dept. of Health and Human Services
EPA
National Park Service
Consulting Engineers (Civil)
News Media
Native American Tribes
Dept. of Agriculture
NOAA - National Weather Service and other offices involved in climate, general hydrology and coastal studies
Dept. of Energy
Institutions of Higher Learning and Schools
Bureau of Land Management
Congress
Dept. of Defense
Dept. of Transportation
FEMA
FERC
Foreign Nations (Data Exchange)
Industrial Corporations
Land Grant Colleges
Public Utilities, especially water resource managers (water treatment, supply and regulatory facilities)
Recreationsts (kayakers, hunters, etc.)
Value Added Data Resellers

How will this investment reduce costs or improve efficiencies?

NWIS provides standardized software applications and database structure for hydrologic data and information collected, analyzed and disseminated throughout the USGS offices and external customers. This reduces the need to train users in multiple systems and the need to provide special interfaces to each USGS project and district hydrologic database. NWIS standardization allows for easy aggregation of hydrologic data for regional/spatial queries since the metadata are consistent across all NWIS databases. The consistency and standardization of NWIS and its development process ensures the effective implementation and monitoring of NWIS district operations, which is critical to providing real-time hydrologic data to the Nation. Also due to the standardization of NWIS software and databases, NWIS has been able to provide the general public a geographically seamless WWW interface to USGS hydrologic data and information. This NWIS application/subsystem is called NWISWeb. As a result, cooperators, partners and the general public can obtain water data and information for the entire U.S. via the Internet without having to contact individual USGS offices. The standardization of the USGS data programs and the use of the data by other government agencies and cooperators prevent the need to duplicate a hydrologic staff in these agencies and assures that the collected data will be entered into a standardized national

database so the information will be readily available to all potential users. The use of NWIS/NWISWeb has increased the collaboration with the USGS cooperators and Federal partners; this collaboration has provided for the sharing of new techniques and capabilities that enhance the use of the USGS resources. For example, in collaborating with the National Weather Service (NWS) on improving the NWIS reliability via redundant processing and web services, NWS should be able to more confidently rely on USGS real-time data and not have to invest in additional redundancy. (This is only true for USGS real-time stream gage sites that NWS relies on). Also, the collaborative work with groups such as EPA's Window to My Environment developers and American White Water Association developers has provided the NWISWeb development team with useful technical information for improving performance.

The maintenance and improvement of NWIS will continue to:

1) Reduce cost of providing water data to the customers/stakeholders;
2) Increase amount/type of metadata managed by the NWIS including data archives;
3) Increase availability and usability of NWIS data improving the access through the world wide web (NWISWeb);
4) Leverage new technologies to improve data flow and business processes; and
5) Improve the reliability and security of the systems and databases.

List all other assets that interface with this asset.	
There are no assets that interface directly to NWIS.	
Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

	BY 2007 Planning Resources:	0.000
	BY 2007 Acquisition Resources:	0.000
	BY 2007 Maintenance Resources:	7.100
	BY 2007 Total, All Stages Resources:	7.100
	Life Cycle Total, All Stages Resources:	106.210

National Map Reengineering Project

USGS - The National Map Reengineering Project

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	US Geological Survey
Budget Account Number	010-12-0804
Account Name	Surveys, Investigations and Research
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Enterprise Information
Name of Investment	USGS - The National Map Reengineering Project
Full UPI Code	010-12-01-05-01-1210-00-109-026

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

U.S. Geological Survey (USGS) utilizes a comprehensive Capital Planning and Investment Control (CPIC) process for the selection, control and evaluation of IT investments. For each investment, the CPIC process includes periodic reviews by USGS Subject Matter Experts to ensure compliance with OMB A-11, and quarterly control reviews by the USGS Investment Review Board (IRB) to examine expected benefits in cost, schedule, technical, and performance baselines.

On March 31, 2005, the USGS IRB approved the submission of The National Map Reengineering Project as part of the FY 2007 DOI budget submission to OMB. On May 13, 2005, The National Map Reengineering Project successfully completed DOI Subject Matter Expert scoring aligned with OMB scoring criteria and FEA guidance. The National Map Reengineering Project was reviewed and selected for the FY 2007 portfolio by the DOI Investment Review Board on June 22, 2005.

Most of the Cooperative Topographic Mapping (CTM) Subactivity funding will be moved from the Geographic Research Investigations and Remote Sensing Activity to the Enterprise Information (EI) Activity. This organizational change is reflected in the business case by realigning the milestones for the Subactivities of Land Remote Sensing (LRS) Program and Geographic Analysis and Monitoring (GAM) Program into mission activities in the Geography Discipline. The National Civil Applications Project (NCAP) will also remain in the Geographic Research Investigations and Remote Sensing Activity with the baseline milestone returning to its mission activities. In summary, the business case will be managed within Enterprise Information and the baseline milestones for the programs of GAM, LRS, and NCAP will stay in the Geography Discipline.

The major realignment into a new National Geospatial Program Office resulted in a comprehensive rescoping of the milestones in the business case. The old milestones in the baseline will be mapped into new milestones. The baseline milestones will describe just the IT project and will more accurately define the mandate to consolidate ongoing national geospatial activities. The new baseline milestones costs, including planning for the alignment and subsequent integration of Geospatial One-Stop, will be reflected and on budget target for the approved FY 2006 business case. For the FY 2007 budget submission, the new milestones will show a more mature alignment of the geospatial activities.

Geographic information is an essential tool for land and natural resource management, economic and community development, and health and security services. A common set of current, accurate, and consistent basic information that describes the Earth's surface and locates features is the starting point for most geographic activities. The National Map will be a composite of continuously maintained basic geospatial data for the United States and its territories and will serve as the Nation's topographic map for the 21st Century. The National Map is being developed gradually and operated through extensive, sustainable partnerships and business arrangements with other organizations. It will be a data foundation to which additional data, both public and private, would be tied. It will contain sufficient detail to support national, regional, and local activities. Guaranteed 24X7 availability of The National Map will allow Federal agencies to concentrate on data unique to their mission needs and to avoid expending resources to find, develop, and integrate basic geospatial data each time they are needed. The proposal for The National Map Reengineering Project describes the plan to provide the information technology and infrastructure to implement the vision of The National Map in order to meet national needs for basic geospatial data.

Under USGS leadership, The National Map Reengineering Project has begun to implement the capability to provide data that includes the following:

A. High-resolution digital orthorectified imagery from aerial photographs or satellite imagery that will provide some of the feature information now symbolized on topographic maps.
B. High-resolution surface elevation data including bathymetry to derive contours for primary series topographic maps and to support Earth surface modeling and the production of accurate orthorectified imagery.
C. Vector feature data for hydrography (rivers and water bodies), transportation (roads, railways, and waterways), structures, government unit boundaries, and publicly-owned lands boundaries.
D. Geographic names for physical and cultural features to support the U.S. Board on Geographic Names and other names such as for highways and streets.
E. Information Technology that will support the archive, integration, and dissemination of the data.

Under USGS leadership, The National Map Reengineering Project will implement the capability to provide services that include the following. Changes affecting The National Map will be captured and integrated with existing data in a process of continuous update, rather than through cyclical inspection and revision. Current ness will be measured in days and months rather than years. Data will be seamless and consistently classified, enabling users to extract information for irregular geographic areas, such as counties or drainage basins, and to spatially analyze the information. Data resolution and completeness will vary depending on geographic area and need. For example, The National Map will contain higher resolution elevation data in areas of subtle relief variation, such as river flood plains, to support hydrographic modeling. Content will be mapped in its true geographic position. This will eliminate the offsets and feature generalizations that exist in data collected from existing maps. Positional accuracy will be sufficient to vertically and logically align features from different data themes. Thus, river course will correspond to land surface slope, and boundaries will align with corresponding features, such as roads or rivers. The National Map will contain data for many areas that surpass the standards that have been applicable to primary series topographic maps. All content of The National Map will be documented by metadata that comply with Federal Geographic Data Committee Standards supporting the National Spatial Data Infrastructure.

The USGS is providing the national leadership to develop and maintain The National Map. This leadership includes being the (1) guarantor of national data completeness, consistency, and accuracy, (2) catalyst and collaborator for creating and stimulating partnerships, (3) integrator and certifier of basic geospatial data from other participants, (4) owner and data producer of content for The National Map when no other suitable and verifiable source for those data exist, and (5) leader in the development and implementation of national geospatial data standards. The USGS will also ensure the quality of The National Map data through standards development, by devising and implementing quality assurance procedures, and by promoting process certification criteria for content providers.

The National Map Reengineering Project supports a two-pronged strategy for implementation of the vision that has been described using an analogy of a blanket and quilt in the National Research Council report "Weaving A National Map" (The National Academies Press, 2003). With this strategy, consistent National digital map datasets at one or more scales, including framework layers, will provide blanket coverage of the conterminous US. At the same time, through formation of essential partnerships with other Federal, State, local, and tribal governments, and non-governmental sources, patches of data at various scales can be made available. Eventually, the patches will be joined. For example, USGS and the State GIS organizations of Arkansas, Missouri, and Kansas completed a pilot project to demonstrate the use of Styled Layer Descriptors (SLD) in The National Map. SLD is an extension of the OGC WMS (Web Mapping Services) specification. They allow symbol sets to be applied to WMS data at run time. This is important to The National Map because it dynamically constructs the "blanket" of visually consistent data from the "quilt" of dissimilar data sources as well as successful implementation of open standards. This three-state pilot was very successful; the results can be seen in the public viewer, particularly in the roads layers. This technical achievement also illustrates successful partnership activities essential to building The National Map. The complexity of the interdependencies on this approach requires a rigorous reengineering effort. The goals described for this project are directly tied to and support the accomplishment of the long term goals in the FY 2004 PART analysis of The National Map and address requirements necessary to achieve the long term key performance measures.

This project has been reviewed and approved by the USGS IRB, the Department of the Interior IT Management Council, and the Department of the Interior Management Initiatives Team through the FY 2007 CPIC process.

How does this investment support your agency's mission and strategic goals and objectives?

The National Map Reengineering Project will improve USGS performance in support of the Serving Communities goal of the Department's Strategic Plan - End Outcome Goal 2, Advance Knowledge through Scientific Leadership and Inform Decision Making Through the Applications of Science. Communities and stakeholders will be able to access and use USGS data in combination with that of other organizations engaged in similar research and data collection efforts. Instantaneous access to a broader scope of data and information will enable more targeted research and more efficient and effective natural resource decision and policy making. In addition, The National Map Reengineering Project will improve customer satisfaction through speed and ease of access (Strategy 1 Improve Information Base, Information Management and Technical Assistance).

The USGS mission to provide geospatial data and base topographic information to the Nation, including the needs of its own scientific programs and those of other Federal agencies, is consistent with the Office of Management and Budget Circular A-16, "Coordination of Surveying, Mapping, and Related Spatial Data Activities." The National

Map operational precepts are consistent with the spirit of OMB Circular A-130, which requires Federal agencies to take the initiative to disseminate information, maximize its usefulness to the government and the public, and assist the public in locating government information.
How does it support the strategic goals from the President's Management Agenda?
The National Map Reengineering Project directly supports the President's Management Agenda and Secretary's priorities for 1) electronic government, by simplifying and enhancing the delivery of data, information, and tools to citizens consistent with the principles of Geospatial One-Stop; and 2) science-based decision-making, by making available to scientists and the public, base data and information produced through partnerships with organizations in every sector. The USGS has been designated as the lead agency for three of the seven framework data themes for Geospatial One-Stop (GOS): digital orthophotography, elevation and hydrography. The National Map investment is completely aligned with GOS to be the vehicle for implementing these three USGS-led framework themes. The National Map, by providing geospatial information content in the form of data and applications, will be the geographic backbone to spatially enable electronic government services. As a result of the December 2003 Charleston Accords between FGDC, Geospatial One-Stop, and The National Map, USGS has been actively pursuing integration between GOS and The National Map systems. Technical briefings about the Viewer/Catalog system were presented to GOS technical managers and the current GOS2 portal contractor ESRI. The plans for integration are being jointly developed between the Viewer Design & Implementation Team, the Catalog Team, and the GOS Project Lead. GOS plans to revise its Work Breakdown Structure (WBS) to reflect increasing coordination with other related geospatial programs, including The National Map Reengineering Project. This will include additional developmental WBS elements at the sub-element level. GOS is also working to define a separate Geospatial Alignment WBS, to facilitate coordination of geospatial system development activities, in support of the National Geospatial Programs Office (NGPO), within USGS. This Alignment WBS is being developed in close coordination with The National Map, and provides a management tool for specifying and tracking development of both common and separate, yet complementary, functional components. The National Map is also in close coordination with USGS/EROS staff involved in the DOI Geospatial Modernization Blueprint activities. This is another component of its geospatial alignment activities. The geospatial data that is made available from The National Map also supports Recreation One-Stop, and Disaster Management E-Government Initiatives.
If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
The National Map Reengineering Project is a partnership-driven enterprise. The project is responding to the requirement to make a common set of basic spatial data from all levels of Federal, State, and local government available through a variety of partnerships. The USGS is designated as the lead agency for three of the seven framework data themes (digital orthophotography, elevation and hydrography) for the Geospatial One-Stop E-Government initiative. The National Map will be the vehicle for implementing the Geospatial One-Stop initiative for these three USGS-led framework themes. The National Map will also provide current, nationally consistent geographic base information for the Recreation One-Stop, and Disaster Management E-Government initiatives.
How will this investment reduce costs or improve efficiencies?
The National Map Reengineering Project will provide improvements in the information infrastructure that will reduce costs of maintaining older technologies and enable sharing archive responsibilities with partners. It will also introduce efficiencies based on the greater capacity to manage the metadata and data holdings that are used and exchanged by customers and partners. The heavy emphasis on forming cooperative partnerships with other geospatial data producing organizations will result in greater availability of more current data than would be possible otherwise. The end result will be an overall lower average cost of data to customers as a whole, including Federal customers. The type of partnerships envisioned will also result in more efficient updates of data because of the sharing of responsibilities. For example to reduce costs and improve efficiencies, a new joint performance goal between the USGS and the Department of Agriculture's Farm Service Agency will support both agencies' need for medium resolution orthoimagery. The agencies will cooperate in the development of imagery over eleven western States where the agencies' technical requirements are the same. USGS participation will be in support of Interior bureaus, which manage much of the land in these States.
List all other assets that interface with this asset.
The National Map interfaces with and contributes to the Geospatial One-Stop, Recreation One-Stop, and Disaster Management E-Government initiatives, which all represent the reengineering of major segments of the Federal Government business. The National Map Reengineering Project also interfaces with the USGS Landsat program which is documented on a separate Exhibit 300. The Landsat program provides imagery for the digital orthoimagery layer of The National Map.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

	BY 2007 Planning Resources:	0.220
	BY 2007 Acquisition Resources:	3.147
	BY 2007 Maintenance Resources:	4.717
	BY 2007 Total, All Stages Resources:	8.084
	Life Cycle Total, All Stages Resources:	74.301

Landsat

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	US Geological Survey
Budget Account Number	010-12-0804
Account Name	Surveys, Investigations and Research
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Mapping, Remote Sensing and Geographic Investigations
Name of Investment	USGS - Landsat (Landsat)
Full UPI Code	010-12-01-05-01-1211-00-108-023

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

U.S. Geological Survey (USGS) utilizes a comprehensive Capital Planning and Investment Control (CPIC) process for the selection, control and evaluation of IT investments. For each investment, the CPIC process includes periodic reviews by USGS Subject Matter Experts to ensure compliance with OMB A-11, and quarterly control reviews by the USGS IRB to examine expected benefits in cost, schedule, technical, and performance baselines. The Landsat Project is in the Control phase of the Capital Planning & Investment Control (CPIC) Process and is Steady State. This investment has been reviewed and approved by the USGS Investment Review Board and by the Department of the Interior (DOI) IT Management Council and the DOI Management Initiatives Team.

The Landsat Project is a joint initiative of the U.S. Geological Survey (USGS) and the National Aeronautics and Space Administration (NASA) to collect and utilize images of the Earth using a series of satellites. NASA developed and launched the satellites, while the USGS continues to manage flight operations, maintenance, reception, processing, archiving, and distribution of data. The primary objective of the Landsat Project is to ensure a collection of consistently calibrated imagery of the Earth's land mass, coastal boundaries, and coral reefs; and to ensure the data acquired are of maximum utility in supporting the scientific objectives of monitoring changes in the Earth's land surface and associated environment. Image data from satellites, such as the Landsat series, provide one of the most efficient, cost-effective sources of essential geospatial information for the scientific and operational land and resource management communities. Image data are used to manage the Earth's natural resources, carry out national security functions, and plan many other activities of scientific, economic, and social importance, such as monitor the progression of wild land fires and changes in crop conditions. Image data are made available to governmental agencies, and to the general public for a nominal fee via the Landsat Project website. The current investment in the Landsat Project includes both the Landsat 5 and 7 missions, and the archive of over 1.5 million Landsat scenes providing the scientific user community global data dating back to 1972.

How does this investment support your agency's mission and strategic goals and objectives?

The Landsat Project will improve USGS performance in support of the Serving Communities goal of the Department's Strategic Plan, Outcome Goal 4.2, Advance Knowledge through Scientific Leadership and Inform Decision Making. The Landsat Project's twin objectives are to ensure continuation of a collection of consistently calibrated imagery of the Earth's land mass, coastal boundaries, and coral reefs; and to ensure the data acquired are of maximum utility in supporting the scientific objectives of monitoring changes in the Earth's land surface and associated environment. Image data from satellites, such as the Landsat series, provide one of the most efficient, cost-effective sources of essential geospatial information for the scientific and operational land and resource management communities. The Landsat Project will improve customer satisfaction through speed and ease of access (Strategy 1 Expand the Scientific Knowledge Base and Strategy 3 Lead and Facilitate Exchange and Use of Knowledge). The Landsat Project operational precepts are consistent with the spirit of OMB Circular A-130, which requires Federal agencies to take the initiative to disseminate information, maximize its usefulness to the government and the public, and assist the public in locating government information.

The USGS mission to provide geospatial data and base topographic information to the Nation, including the needs of its own scientific programs and those of other Federal agencies, is consistent with the Office of Management and Budget Circular A-16, "Coordination of Surveying, Mapping, and Related Spatial Data Activities." The Landsat Project directly contributes to the digital orthoimagery and Earth cover data themes. Remote sensing data and products from current missions, such as Landsat 7, improve the Department of the Interior's ability to manage

the Nation's public lands using new sources of Earth science information and support all of the USGS mission objectives which include: describe and understand the Earth, minimize loss of life and property from natural disasters, manage water, biological, energy and mineral resources, and enhance and protect our quality of life.

Landsat data contribute to predicting and monitoring hazardous events in near-real-time, to conducting risk assessments to mitigate loss; and to expanding our understanding of environment and natural resource issues on regional, national and global scales, and to enhancing predictive/forecast modeling capabilities for the environment and natural resources. The Landsat Project sustains the mission and strategic goals of the USGS Geography program by acquiring, processing, managing, and disseminating land remote sensing data of the Earth.

How does it support the strategic goals from the President's Management Agenda?

The Landsat Project supports Expanded Electronic Government by providing access to high-quality service via the internet while reducing the cost of delivering those services. To acquire timely, high-quality geospatial data, citizens have rapid online access through portals and can quickly browse, order, and download data. Public access via the World Wide Web or by phone not only reduces costs, but also enables citizens and organizations to easily view and purchase satellite data at a relatively low cost.

The Landsat Project exhibits Budget and Performance Integration by utilizing performance-based contracting at the USGS Center for EROS. On-site contract management continually works with USGS EROS managers to optimize goals of easier, faster customer access to satellite data while enhancing acquisition and archiving of this data. In order to achieve the President's goal of improving financial performance customer order, cost and budgetary systems are linked in order to analyze contractual costs. The Landsat Project uses competitive sourcing for 95 percent of the flight and ground systems operations, including acquisition, archiving, processing, and distributing satellite data. Highly trained technicians and scientists with state-of-the-art remote sensing skills are an essential part of the Landsat Project contract. This highly skilled contractor team ensures efficient service to customers who may initially need guidance as to which geospatial products best suit their needs. Contractor-based scientific expertise leads to more efficient operations whereby data capture success rates are continually increased along with increases in the amount of data available from archive within 24 hours of capture. These accomplishments in turn increase the amount of data available to customers within 24 hours of payment.

The Landsat Project also aligns goals closely with those of the President's government-wide initiative on Strategic Management of Human Capital. The scientific staff of the Landsat Project take pride in continually striving to deliver not only high-quality Landsat products but also customer support via online with several access portals plus phone (with toll-free service numbers) and in person support at the USGS Center for EROS.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

Yes, the Landsat Project is a multi-agency initiative as it is managed by both USGS and NASA.

How will this investment reduce costs or improve efficiencies?

The Landsat Project provides an essential data set that supports the science and operational activities of many Federal, State, and local agencies, plus other users of moderate-resolution satellite data. Making Landsat data available at a low cost to any user with an unrestricted redistribution policy will provide a key data set and subsequent information that will impact decisions and policies on how our resources are managed. These data will be used by the Landsat user community in such areas as global crop monitoring and yield prediction, forest vitality and deforestation monitoring, international mapping and land-surface analysis, flood measurement and monitoring, coastal environmental assessment and monitoring, and global famine detection and warning, promoting better decisions to be reached at lower costs.

List all other assets that interface with this asset.

The Landsat Project interfaces and provides essential data layers to The National Map and thus interfaces with The National Map Reengineering Project, which is documented in a separate Exhibit 300. This asset also interfaces with other investments such as LANDFIRE and Geospatial One-Stop.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	16.200
BY 2007 Total, All Stages Resources:	16.200
Life Cycle Total, All Stages Resources:	110.635

Landsat Data Continuity Mission (LDCM)

USGS - Landsat Data Continuity Mission (LDCM)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	US Geological Survey
Budget Account Number	010-12-0804
Account Name	Surveys, Investigations, and Research
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Mapping, Remote Sensing and Geographic Investigations
Name of Investment	USGS - Landsat Data Continuity Mission (LDCM)
Full UPI Code	010-12-01-05-01-1212-00-108-023

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

On May 13, 2005, the Landsat Data Continuity Mission (LDCM) project successfully completed Department of the Interior (DOI) Subject Matter Expert scoring aligned with OMB scoring criteria and FEA guidance. On March 31, 2005, the USGS Investment Review Board approved the submission of Landsat Data Continuity Mission as part of the FY07 DOI budget submission to OMB. Landsat Data Continuity Mission was reviewed and selected for the FY07 Portfolio by the DOI Investment Review Board on June 22, 2005. The USGS Investment Review Board also received an additional briefing concerning LDCM status on September 30, 2005.

The Landsat Data Continuity Mission is intended to ensure the continued acquisition and availability of Landsat-quality data by augmenting the current infrastructure with new capabilities and technology. LDCM is currently in the planning/control phase of a Mixed Life Cycle under the Capital Planning & Investment Control (CPIC) Process. Landsat represents the world's longest continuously acquired collection of space-based land remote sensing data. For over 30 years, the Landsat satellite series has collected and produced low-cost, moderate-resolution multispectral data for researchers and decision-makers worldwide. Landsat 7 (steady state) has exceeded its planned 5-year mission lifetime, and is anticipated to provide continuous global observations until approximately 2010, after which LDCM is slated to become operational following a launch in late 2010.

The primary objective of the LDCM Project is to ensure a continued collection of consistently calibrated imagery of the Earth's land mass, coastal boundaries, and coral reefs; and to ensure the data acquired are of maximum utility in supporting the scientific objectives of monitoring changes in the Earth's land surface and associated environment. Image data from satellites, such as the Landsat series, provide one of the most efficient, cost-effective sources of essential geospatial information for the scientific and operational land and resource management communities. Image data are used to manage the Earth's natural resources, carry out national security functions, and plan many other activities of scientific, economic, and social importance, such as monitor the progress of wild land fires and changes in crop conditions. Image data will be made available to governmental agencies, and to the general public for a nominal fee via the LDCM Project website.

The USGS has requested an increase of $15.95 million in the FY 2007 budget to continue planning and requirement analysis and initiate design of a comprehensive (instrument operation, data acquisition and processing, calibration and validation, archive, and order fulfillment) ground system for the LDCM.

How does this investment support your agency's mission and strategic goals and objectives?

The Landsat Data Continuity Mission (developmental) will improve USGS performance in support of the Serving Communities goal of the Department's Strategic Plan, Outcome Goal 4.2, Advance Knowledge through Scientific Leadership and Inform Decision Making. The LDCM Project's twin objectives are to ensure continuation post Landsat 7 of a collection of consistently calibrated imagery of the Earth's land mass, coastal boundaries, and coral reefs; and to ensure the data acquired are of maximum utility in supporting the scientific objectives of monitoring changes in the Earth's land surface and associated environment. Image data from satellites, such as the Landsat series, provide one of the most efficient, cost-effective sources of essential geospatial information for the scientific and operational land and resource management communities. LDCM will improve customer satisfaction through speed and ease of access (Strategy 1 Expand the Scientific Knowledge Base and Strategy 3 Lead and Facilitate Exchange and Use of Knowledge). The LDCM operational precepts are consistent with the spirit of OMB Circular A-130, which requires Federal agencies to take the initiative to disseminate information,

maximize its usefulness to the government and the public, and assist the public in locating government information.

Science on the DOI landscape is enhanced by scientific leaders who continually use Landsat data to survey and monitor species to support the Fish and Wildlife Service. Science to support land management at the Bureau of Land Management and the Bureau of Reclamation is enhanced also by periodic Landsat data updates. Together with fellow USGS scientists, EROS scientists provide valuable scientific data and knowledge to assist land management leaders in maintaining and preserving our natural and cultural heritage for future generations.

Remote sensing data and products from current missions, such as Landsat 5 and 7, improve the Department of the Interior's ability to manage the Nation's public lands using new sources of Earth science information and support all of the USGS mission objectives which include:

(1) describe and understand the Earth,
(2) minimize loss of life and property from natural disasters,
(3) manage water, biological, energy and mineral resources, and
(4) enhance and protect our quality of life.

Landsat data contribute to predicting and monitoring hazardous events in near-real-time, to conducting risk assessments to mitigate loss; and to expand our understanding of environment and natural resource issues on regional, national and global scales, and to enhance predictive/forecast modeling capabilities for the environment and natural resources.

The LDCM Project sustains the mission and strategic goals of the USGS Geography program by acquiring, processing, managing, and disseminating land remote sensing data of the Earth. The Geography Program's goals continue to evolve as a result of the land remote sensing mission of the LDCM Project. Landsat-type data provide a viable data layer of The National Map and interface with Geospatial One-Stop and as such, contribute to the integration of current, timely geospatial data so critical to the Nation's communities and to decisions and policies established by their leaders.

How does it support the strategic goals from the President's Management Agenda?

The LDCM Project (in developmental phase) is a collaborative effort between USGS and NASA that supports four of the five goals from the President's Management Agenda: Strategic Management of Human Capital, Competitive Sourcing, Expanded Electronic Government, and Budget & Performance Integration.

The LDCM Project supports Expanded Electronic Government by providing access to high-quality service via the Internet while reducing the cost of delivering those services. To acquire timely, high-quality geospatial data, citizens have rapid online access through such portals as Geospatial One-Stop (http://www.geo-one-stop.gov/) and The National Map (http://nationalmap.gov) and can quickly browse, order and download data from USGS portals (http://edcsns17.cr.usgs.gov/EarthExplorer/, http://glovis.usgs.gov/). Public access via the Internet or by phone (the USGS customer service line (1-888-ASK-USGS)) not only reduces costs, but also enables citizens and organizations to easily view and purchase satellite data at relatively low cost. In addition, the LDCM Project will provide good customer service "whether the citizen contacts the agency by phone, in person or on the Web."

The LDCM Project exhibits Budget and Performance Integration by utilizing performance-based contracting at the USGS Center for EROS and provides greater flexibility by allowing for the right skill, right place and right time. On-site contract management (commercial) continually works with USGS EROS LDCM managers to optimize goals of easier, faster customer access to satellite data while enhancing acquisition and archiving of this data. In order to achieve the President's goal of improving financial performance; customer order, cost and budgetary systems are linked in order to analyze contractual costs. Where applicable, commercial-off-the-shelf software and enterprise architecture hardware are used to reduce costs and computer "down-time."

In addition to Budget and Performance Integration, the LDCM Project uses competitive sourcing for 95 percent of the flight and ground systems operations, including acquisition, archiving, processing, and distributing satellite data. Highly trained systems engineers, technicians, and scientists with state-of-the-art remote sensing skills are an essential part of the LDCM Project contract. This highly skilled team brought to the LDCM Project by the contract ensures efficient service to customers who may initially need guidance as to which geospatial products best suit their needs. With the performance-based contract in place, it allows the USGS to have continual performance goals and provides the contractor with an incentive to reach and/or exceed those goals. A recent cost-benefit analysis has identified significant innovation and cost savings when project work has been outsourced.   USGS and contractor teams will also advance the disciplined use of Earned Value Management and Project Management Professional concepts "Best Practices".

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

The LDCM Project is a multi-agency initiative as it is managed by the USGS and NASA. The FY07 plans calls for NASA to bear responsibility for space segments and USGS responsibility for ground segments. Integration of ground and space segments is accomplished through weekly, monthly, and quarterly coordination of management and technical teams in the respective agencies.

How will this investment reduce costs or improve efficiencies?
The LDCM investment will provide low cost moderate resolution satellite imagery for use by the scientific community. Without LDCM there would be gaps in the 30+year continuous record of global satellite imagery. In addition researchers would have to rely on commercial sources for satellite imagery and if available would be much more expensive to purchase. Through improved efficiencies, LDCM is striving to reduce the cost of ground system operations by 50% in comparison to the existing Landsat Program. The investment in LDCM will provide public domain access to moderate resolution satellite data that is essential to the science and operational activities of many Federal, State, and local agencies, and other users. These data will be used by researchers in such areas as global crop monitoring and yield prediction, forest vitality and deforestation monitoring, international mapping and land-surface analysis, flood measurement and monitoring, border assessment, coastal environmental assessment and monitoring, and global famine detection and warning.

List all other assets that interface with this asset.	
The LDCM Program will provide critical data to other assets, such as LANDFIRE and The National Map, which are documented on separate Exhibit 300s.	

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	2.880
BY 2007 Acquisition Resources:	19.710
BY 2007 Maintenance Resources:	1.560
BY 2007 Total, All Stages Resources:	24.150
Life Cycle Total, All Stages Resources:	235.380

Enterprise Web (E-Web)

INVESTMENT OVERVIEW AND JUSTIFICATION

Investment Identification

Agency	Department of the Interior
Bureau	US Geological Survey
Budget Account Number	010-12-0804
Account Name	Surveys, Investigations, and Research
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Science Support
Name of Investment	USGS - Enterprise Web (EWEB)
Full UPI Code	010-12-03-00-01-3004-00-108-023

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

The USGS Enterprise Web, located in the Information, Policy and Services of the Geographic Information Office, works with programs and partners to make USGS the best website in the nation for advancing and delivering natural science information. The Enterprise Web project goals are organized around two fundamental objectives: (1) Providing bureau-level governance and consistent approaches (tools, templates, services) to achieve a well-managed USGS Web presence and (2) Empowering USGS web customers to easily obtain science information and services by place, science topics, and time. The primary objectives are to 1) Maintain and improve the USGS homepages and infrastructure, (2) Complete certification and accreditation of the Bureau's web servers, (3) Bring together the USGS community to guide the "Web of the Future" and establish web policy and processes, (4) Continue to consolidate, clean-up, organize and present USGS science information, and (5) Assist USGS programs in managing information effectively throughout its life cycle.

The requested funds will facilitate the achievement of project objectives and increase the number of consolidated websites running as Enterprise Web. A "Website running as Enterprise Web" is one that has been incorporated into the secure, failure-resistant USGS Web hosting infrastructure and is using best practices, tools, standards, and templates that are consistent with USGS, Departmental, and Federal guidance and requirements. Once a Web site is "running as Enterprise Web", it is placed on a schedule for routine review and certification to keep up with changing requirements and technology. New Web sites are deployed using all available Enterprise Web tools, practices, and functionality. Additionally, Enterprise Web will continue improvement of the underlying USGS Web infrastructure management and services. In FY06 USGS will develop its modernization blueprint for server and content consolidation, my usgs portal, fully-integrated information architecture, and content management to achieve greater Web hosting and management cost and operational efficiencies across USGS. EWeb will initiate implementation of the designed blueprint in FY 2007.

To support achievement of its goals and objects, EWeb activities are organized as follows:

Secure, Consolidated Infrastructure and Operations: Maintain, manage, and consolidate the USGS Web infrastructure to enable secure, efficient and effective enterprise solutions that are consistent with Federal and departmental guidance and requirements.

Governance and Oversight: Establish and implement Web policy, processes and practices to enable the USGS Web presence to be well-managed and compliant with federal requirements. Provide mechanisms to enable cross-USGS Web governance, communication, and learning.

Science Information Integration and Delivery: Develop and implement Web-based solutions and best practices to support USGS programs in managing, integrating, and delivering science and disaster information. Including:

The USGS Investment Review Board and the Department of the Interior Investment Review Board and

Management Initiatives Team have reviewed and approved this project.

How does this investment support your agency's mission and strategic goals and objectives?

The collection and provision of natural science data is a USGS core function. The USGS has the primary Federal responsibility for monitoring and issuing warnings concerning earthquakes and volcanoes and provides the stream flow and related hydrologic information needed by the National Weather Service to predict and monitor floods. Feedback from emergency management officials and other customers demonstrates a need to find and provide a range of scientific information by place (geographic location), and to have information delivered in real time with high reliability and exactitude.

EWeb is providing a uniform strategy for locating, accessing, integrating, and efficiently delivering the information assets of the USGS to a wide range of users. The standardization and simplification of information access and retrieval are expected to produce substantial benefits to the scientific and other professional user communities, partners, and the general public. Additionally, the Enterprise Web addresses required upgrades to systems and data security and fully supports all compliance issues (e.g., Section 508, privacy, data quality, etc.) in a highly cost-effective manner. EWeb enables the USGS to improve service in support of the Department of Interior's (DOI) Serving Communities goal of advancing knowledge through scientific leadership and informing decision making. Specifically, EWeb supports this goal by: 1) increasing the USGS scientific data made accessible to customers, including more real-time data delivery and improved data integration tools (Expand the Scientific Knowledge Base), and 2) improve customer satisfaction with ease, speed, and effectiveness of data access and data integration (Lead and Facilitate Exchange and Use of Knowledge).

EWeb was designed in response to an increased need to effectively communicate earth science information from the USGS to the public in a faster, more easily understood, reliable and timely manner. By enabling swift and comprehensive searches of all USGS-produced scientific data products, EWeb directly supports the Bureau's mission of "providing reliable scientific information" by: 1) enabling Resource Managers make decisions based on accurate, reliable, comprehensive, up-to-date, and impartial scientific information, 2) helping to minimize the loss of life and property from natural disasters through access and availability of timely scientific information, 3) providing Federal, State, and local governments and the private sector with access to shared and national databases of natural resources information, and 4) providing the public with easy access to earth science information.

How does it support the strategic goals from the President's Management Agenda?

The development of the USGS EWeb directly supports the E-Government component of the President's Management Agenda including:

* Recreation One-Stop (recreation.gov)
--Real Time River levels for fisherman
--Bird Identification Tips
--Ducks at a Distance - A Waterfowl Identification Guide
* Geospatial One-Stop (geodata.gov)
--The National Map
--National Biological Information Infrastructure (NBII)
--GEODE (Geodata Explorer)
--Geographic Names Information System (GNIS)
* Disaster Information
--USGS Water Watch (droughts)
--USGS Real-Time Flood Data
--Latest Earthquake Information
--West Nile Virus Project (geospatial analysis)
* FirstGov
--FirstGov for Kids
--USGS Learning Web
--Volcanoes of the World
--Earthquake Information Center
--Science.gov

USGS EWeb's mission, structure and business practices are fully aligned with the PMA guidelines for e-government initiatives and directly support two major components of the PMA. These include 1) science-based decision-making, by making available to scientists and researchers a broad range of data and information produced by organizations in every sector and 2) electronic government by simplifying and enhancing the delivery of data, information and tools to citizens by providing an efficient and easy to user portal.

Within E-government, the USGS EWeb program supports the PMA objectives for expanded electronic government including:

Citizen-centered - The EWeb program provides citizens with fast and easy access to more comprehensive and inclusive natural science resource than is available from any other single provider.

Simplify and Unify (think Collaboratively) - The EWeb Program has developed collaborative relationships with USGS programs and other science organizations to ensure a common approach to providing natural science data to the citizen.

Maximize IT Investments to ensure interoperability and minimize redundancy - The EWeb program's primary business objective is to provide an enterprise solution for infrastructure and managing content. Through this investment USGS will consolidate infrastructure in support of the Department of Interior's Technical Reference Model and makes decisions about content creation and maintenance based lines of business.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

The EWeb program has contributed expertise and techniques, in collaboration with other Federal science agencies, to produce the Science.gov Web site under FirstGov. Some of the concepts for displaying information, such as a thesaurus-based browse tree, developed by EWeb were tested and implemented on Science.gov. As appropriate, our sites and architectures make use of, or otherwise strategically incorporate, links to multi-agency resources and applications including the Recreation One-Stop, Geospatial One-Stop, and Disaster Assistance and Crisis Response E-Government portal initiatives; as well as several USGS-led multi-agency initiatives, including The National Map, National Biological Information Infrastructure (NBII), and the National Atlas of the United States.

In addition, at the USGS and the Environmental Protection Agency (EPA) are collaborating on opportunities for sharing information and technical expertise in order to improve both agencies' web presence. The EPA Geospatial Officer was a key participant at the EWeb's April 2004 First Forum on the "USGS Web of the Future", a cross-bureau workshop used to outline the scope and long-term goals for the EWeb project. The EPA Geospatial Information Officer presented her agency's perspective and plans for improving access to science data and actively participated in the workshop discussions. USGS is also working with StormCenter.com on opportunities for improving delivery of USGS real-time science data and information through various media outlets.

USGS is actively collaborating with the National Cancer Institute (NCI) to use the highly respected Usability.gov laboratory in conducting usability tests as a key part of the Enterprise Web development. Additionally, The EWeb Project Manager is an active member on the DOI Web Council working collaboratively with the other DOI bureaus to improve the overall DOI Web presence (and also continue to improve USGS's Web presence).

How will this investment reduce costs or improve efficiencies?

Development of the Enterprise Web will significantly improve the efficiency with which both customers and stakeholders are able to find, get, understand, and use USGS information. In addition, Enterprise Web will achieve substantial benefits for individual USGS programs through cost-avoidance relating to future operations of USGS Web sites. It is important to understand that costs of distributing information via the Web will continue to increase; Enterprise Web is a cost-avoidance measure to control the increase through rational planning and development.

The present system of some 300 largely independent USGS Web sites has an outdated and inconvenient "stovepipe" design for user access that does not provide for reliable serving of critical data and does it meet current requirements for security. The current distributed system it is difficult to manage and monitor with respect to implementation of accessibility, privacy, data quality, records management, and other policies and requirements. EWeb will allow USGS programs and local offices to maintain control over content, but will serve all the information in a common physical and design framework. The result will be a system that is easier to understand and use, more secure, easier and more cost effective to maintain, and compliant with standards.

Because of the Internet's growing importance and increasingly strict operating standards, the cost of running Web sites will not decline. However, achieving mandated upgrades for security, privacy, and "508" accessibility on the present system of independent Web servers are expected to be almost twice as costly through FY09 as achieving these goals through deployment and use of common tools, applications of best practices, training, and use of centralized facilities. Once the EWeb is fully deployed, continuing development, operations, and maintenance costs of the consolidated web sites will be substantially less than for a collection of independent, uncoordinated systems. In addition to the qualitative benefits to USGS web site users, EWeb will provide quantifiable benefits that improve the benefit-to-cost ratio associated with web management and hosting services.

List all other assets that interface with this asset.
As mentioned earlier, EWeb has participated with other science agencies to produce the Science.gov website under FirstGov. Some of the concepts for displaying information, such as a thesaurus-based browse tree, developed by the Enterprise Web were tested and implemented on Science.gov. As appropriate, our sites and architectures make use of, or otherwise strategically incorporate, links to multi-agency resources and applications including the Recreation One-Stop, Geospatial One-Stop, and Disaster Assistance and Crisis Response E-Government portal initiatives; the USGS National Map (partnerships aspect), National Biological Information Infrastructure (NBII), the National Atlas, etc.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0.000
BY 2007 Acquisition Resources:	0.750
BY 2007 Maintenance Resources:	1.750
BY 2007 Total, All Stages Resources:	2.500
Life Cycle Total, All Stages Resources:	21.500

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U.S. FISH AND WILDLIFE SERVICE (FWS)

Federal Aid Information Management System (FAIMS)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Fish and Wildlife Service
Budget Account Number	010-18-8151
Account Name	FWS Servicewide Administrative Support
Account number of any other budget accounts funding this investment:	See funding sources in Exhibit 53
Program Activity	Federal Aid Programs
Name of Investment	FWS - Federal Aid Information Management System (FAIMS)
Full UPI Code	010-18-04-00-01-1818-00-117-057
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	
The function of the Federal Assistance Information Management System (FAIMS) is to provide a national automated system for Federal Assistance Grant Program Administration, which both facilitates the obligation of funds to grant recipients and provides a record of accountability for use of those funds in accomplishing individual grant objectives. In so doing, FAIMS is a means by which program offices collaborate to keep consolidated, accurate records of Grant Program Activities to maintain the public trust in the accountability for each grant program administered. The system further provides information to grantee agencies to help in the accountability of grant processing. Planning began in May, 1996 through the use of multiple User Acceptance Teams. A contract was awarded with Oracle Consulting to begin development of the client server application in November 1997. Completion of the basic FAIMS infrastructure occurred in November, 1998 and the system has been in production since January 1999. Since then, many modifications have been added to the system to make it more robust. In 2000, an electronic interface was completed with FFS and HHS allowing obligations and payments to flow directly through FAIMS. In January 2002, major enhancements were started to move the from a client server model to a web model, and to add interfaces for public and state grantee accessibility. As of April, 2005 these web-enabling modifications are completed however some of the associated database consolidations and some of the public interfaces were cancelled due to the announcement of Financial Business Management System (FBMS). This decommissioning date is heavily dependent on the implementation of FBMS and future decisions about what functionality FBMS will include. Now that the FAIMS investment is in "steady state", the vast majority of duties consist of maintenance and support for the system until conversion and decommissioning work begins for the new FBMS system. Activities in 2007 will involve: Continue basic operation support of FAIMS and the end users through FY 2007. Make sure FAIMS remains operational and secure by keeping up with software upgrades and security patches with the latest technologies. Maintain the FAIMS certification and accreditation. Develop & Implement transition plan for migration of users and data from FAIMS to FBMS. FAIMS can be used as a reconciliation tool during the implementation of the new E-Grants module in the FBMS system because FAIMS is a system that has a proven capability to easily reconcile to other financial systems. Interfaces between FAIMS and FBMS may need to be built to manage the FWS grant programs until FBMS is fully operational. Provide as a backup (contingency) plan in case FBMS implementation is delayed. Closeout the FAIMS project (Disposal Phase). Liquidate over $3,000,000.00 in assets, terminate lease, etc.	
How does this investment support your agency's mission and strategic goals and objectives?	
The Federal Assistance Information Management System (FAIMS) is a grant management system used to track the allocation of Fish and Wildlife grant funds and track the projects and accomplishments associated with these funds. This investment supports the agency's mission, strategic goals and objectives in the following manner: It directly allows the Service to accomplish its fiduciary responsibilities related to the grant management programs it is responsible for.	

Improves the business operations, as well as the internal and external accountability of these grant programs. Enables the service to improve grants management through automation for 80% of the Fish and Wildlife grant proposals. Supports the DOI Strategic Goals of "Serving Communities" and "Resource Use" by providing access to Grant information for a variety of clients (Fish & Wildlife Employees, Grantees, and the public). Provides a central repository to manage grants optimally and promote responsible use of the funds. Indirectly satisfies the goals of "Recreation" and "Resource Protection" since many of the grants managed by the system are used to provide recreation and improve the environment. It is also tied to improvement of the health of watersheds, landscapes, and marine resources that are DOI managed or influenced in a manner consistent with obligations regarding the allocation and Use of Water.
How does it support the strategic goals from the President's Management Agenda?
The Federal Assistance Information Management System (FAIMS) supports the President's Management Agenda of improved "financial performance" and "expanded electronic government" by providing the following: Enables users to now associate all the information for a grant along with the financial information of that grant. The accountability of grant information and funds is established through business rules and enforced by programming logic and database constraints. Provides the ability to send electronic transfers of funds to grantees. Reporting of financial and performance information related to grants. FAIMS provides over 140 specific reports that can be run by users for regional as well as national data. It also provides an ad-hoc query tool called Oracle Discoverer that enables users to build their own reports as needed. FAIMS provides increased communication of grant information between grantees, state organizations, and the public. For the first time these three types of users can now access the same information from one system. The advent of FAIMS has resulted in a common repository of Bureau grant information by consolidating older systems into one enterprise application. FAIMS provides the public with grant information through FAIMS portal site.
If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
Yes we interface with the Health and Human Services payment system (HHS) and the DOI Federal Financial System (FFS). In addition, NBC helps administer the FFS transactions.
How will this investment reduce costs or improve efficiencies?
This investment provides the capability for the Service to more efficiently manage and integrate grants information in the following ways: This system provides standardization and uniformity in Fish and Wildlife Service grant management practices and accountability. It also provides the framework for supporting and implementing Electronic grant management consistent with Departmental and government-wide efforts. This system provides users with an uncomplicated interface to improve data entry and retrieval. Provides over 140 reports as well as Ad Hoc reporting capabilities. Provides security measures on the network, application, and database levels. Incorporates web-based strategies for improving access and ease of use. This includes an entirely web based application and a portal site for organizing and accessing information. Using the latest database and application software from Oracle Corporation, enables us to use the most efficient tools to monitor the systems architecture for security and performance purposes. It also enables us to provide the latest functionality to our customers. The team also employs the latest project management techniques to ensure the investment is being run in an efficient and cost effective manner.
List all other assets that interface with this asset.
1) Health and Human Services' Payment Management System 2) DOI Federal Financial System

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0

BY 2007 Total, All Stages Resources:	1.9	
Life Cycle Total, All Stages Resources:	22.55	

NATIONAL PARK SERVICE (NPS)

NPS.gov Internet/Intranet Portal (formerly ParkNet)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	National Park Service
Budget Account Number	010-24-1036
Account Name	National Park Service Web Portal Services
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Natl Park Svc Internet/Intranet Portal (ParkNet)
Name of Investment	NPS - NPS.gov Internet/Intranet Portal (formerly ParkNet)
Full UPI Code	010-24-01-04-01-2404-00-117-058
Investment Justification	
I.A Investment Description:	

The National Park Service (NPS) uses www.nps.gov (also often referred to in the past as ParkNet. The name was changed because the "Net" portion of the name tended to cause people to think of the system as a Wide Area Network type system) to deliver the most accurate, comprehensive and current information available about its parks, programs, and resources to the global Internet audience. It makes the vast array of NPS information resources, scientific research data, museum management and collections, educational curriculum, and NPS libraries easily accessible. It serves as a critical public outreach and education tool, enhancing and expanding the success of the traditional means of visitor centers and printed materials. In addition to improving services to citizens and enhancing government efficiencies, NPS.gov promotes volunteerism, education, public/private partnerships, publish material that is relevant to the NPS mission of stewardship, preservation, education, and protection of public resources that build and enhance the public's sense of ownership. The NPS.gov Project Team manages the resources responsible for maintaining, upgrading and building NPS.gov and a number of other sites within the National Park Service.

The National Park Service (NPS)'s capital planning and investment control program continues to mature. The current process uses three groups to monitor, control and evaluate all IT investments. The three groups include the Office of the Chief Information Officer (OCIO), the Information Management Council (IMC) and the Information Technology Investment Council (ITIC). The OCIO staff is the initial contact for IT investment development and the Service-wide System Life Cycle guide provides a checklist of events and activities that each project must participate in or complete. The OCIO staff also provides Enterprise Architecture reviews and assistance as needed. The IMC is composed of IT professionals from our Regional Offices as well as IT field personnel from the parks. The IMC is a chartered organization currently responsible for ensuring new investments fit the strategic goals and objectives of the Service. They do an initial ranking of these new NPS investments and send recommendations to the ITIC members for inclusion or exclusion from the Service's IT portfolio. The ITIC, composed of senior business managers within the National Park Service - Regional and Deputy Regional Directors, Associate Directors, etc. - review new IT investments twice a year for inclusion in the IT portfolio. At its 3rd quarter review in June, six new projects were reviewed, Two were given approval to proceed and begin developing their detailed business case, one was granted development of phase 1 only, and the 3 remaining were sent back as disapproved. Those rejected suffered from incomplete business cases, duplicating investments already in place and insufficient resources to accomplish. The ITIC also reviews ongoing projects on a regular basis to ensure costs, schedules, and performance goals are within the specifications desired. The criteria used in these reviews are still undergoing refinement as is the overall investment control process. The NPS expects to make significant strides in its investment control process in the FY07 budget cycle.

This investment has been reviewed and approved by the Interior IT Management Council, which consists of the CIOs and their deputies for each bureau. NPS.gov was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on June 22, 2005. Project performance reporting information is contained in Section I.H of this exhibit. In order to verify and gain approval of future activities, NPS.gov will continue to utilize this Capital Planning and Investment Control process.

NPS.gov has allowed the NPS to reach diverse audiences and to share a broad array of information. Each week, millions of visitors around the world look to NPS.gov to help them prepare for visits to parks, and to learn more about the various activities of the NPS. In particular, teachers, students, and life-long learners use NPS.gov for source material. Teachers can search and find classroom curriculum and materials for students (at all levels)

doing research. The Web has become a powerful tool with which to educate the public about NPS programs and policies. Since 1995, the number of web page "hits" has grown from 300,000 to over 180 million hits annually.

Since 1996, an Integrated Project Team (IPT) with representatives from the NPS Office of the Chief Information Officer, Cultural Programs, Natural Programs and seven Regions have guided NPS.gov development. The IPT holds monthly teleconferences and an annual conference. Among its responsibilities, the IPT defines the responsibilities and establishes NPS standards for electronic information on the Internet/Intranet (e.g., Director's Order #70 and the Internet/Intranet Publications Manual).

One highly unique NPS.gov function is the Park Profile Content Management System. This is an effective agency-wide information portal that enables National Park System staff (Park Rangers) to create consistent high quality public web presence without specialized training. This is accomplished using web-based architecture. The IPT redesign process continues to improve the capability of the Content Management System (CMS) by adding and consolidating additional information categories not yet addressed by other government or private systems.

Recent feedback from NPS.gov users indicated better organization of NPS web content would boost public information discovery and retrieval as well as increase information sharing across federal, state, and local land management agencies. The team has determined that the existing visual design and data structure has become cluttered and inefficient causing frustration among the public, NPS content managers, and systems administrators. Other problems include Section 508 non-compliance, aging hardware and software architecture, limited data capacity, limited retrieval, and difficult navigation and search functions. As a result, the Team formulated a Comprehensive Design Plan.
In fiscal year 2002, the first of a nine phase Strategic Comprehensive Design Plan was funded ($66K). During this phase, a contractor defined the customers (internal and external), content, navigation, ease of use, technical capabilities, legislative mandates and the future growth of NPS.gov.

This Plan envisions that the new design and data structure will be consistent, easy to use, easy to maintain, easy to expand, and compliant with Section 508 of the 1998 Rehabilitation Act and Privacy Guidelines. The updated NPS.gov will successfully integrate with existing NPS databases and it will meet established NPS technical and security parameters. To ensure its success, the IPT proposed to select a contractor specializing in corporate graphic identity and web design to develop a new clear and intuitive navigation and visual identity for NPS.gov. This design, which constitutes the second of the nine phases defined in the Plan, has been completed. The schedule for completing the remaining phases identified in the Plan is as follows:

(a) FY 2004: Phase 3-Integration of the Content Management System (CMS) for the Park Profile System and Park Extended Pages (Module 1)

(b) FY 2005: Phase 4-Cultural Resources Content Migration (Module 2)

(c) FY 2006: Phase 5-Natural Resources Content Migration (Module 3)

(d) FY 2007: Phase 6 and 7-Fire, Planning, and NPSDigest Migration (Modules 4 and 5)

(e) FY 2008 and FY 2007: Phase 8 and 9: CMS Upgrades (Modules 6 and 7)

The IPT also explored the feasibility of a future portal, the Extranet, to be developed to fill the need of communicating with a wide variety of NPS partners. The growth of the Intranet has led to requests by various partners to be able to communicate their news, activities, accomplishments, and organizational information with Park Service employees. The Extranet will give these partners a medium in which to communicate, as well as allow the NPS to share with them, our mission, and our values. NPSDigest.gov is the extranet site which formed from this process. It was implemented in March 2004.

The design and content of web publications has the potential to deliver and communicate essential information about the identity of NPS. The national park experience (which includes the "national park idea" as well as the cultural and natural resources of parks) provides a very potent frame of reference for who we are as a people and as a country. An important part of this challenge is how to package and present the vast amount of information the NPS has to offer the public.

The NPS.gov Project Team is currently planning to expand the success and usability improvements that resulted from the redesign project and expand them through out all of NPS.gov portals. This will involve an integration project that encompasses Content Management, Change Management and infrastructure consolidation. While this creates a budgetary increase in the NPS.gov project it limits the need for increases on other Internet projects within the National Park Service and will serve to save overall resources in the short term.

This investment has been reviewed and approved by the Interior IT Management Council, which consists of the CIOs and their deputies for each bureau. In order to verify and gain approval of future activities, NPS.gov will continue to utilize this Capital Planning and Investment Control process.

This submission covers NPS activities to improve design of the NPS.gov web site, simplify navigation, and

streamline updates of content. It also covers specific technology components including a search engine, a content management system, and usage tracking, as well as the management of the infrastructure to ensure IT security and data management mandates are implemented. This investment will ensure that the Park Service implements "best practices" for fulfilling the requirement in OMB Circular A-130 for an agency to disseminate information to the public. A separate submission covers the DOI web server infrastructure.

I.B.1 Agency mission and strategic goals and objectives supported:

The U.S. Department of the Interior (DOI) protects and manages the Nation's natural resources and cultural heritage; provides scientific and other information about those resources; and honors its special responsibilities to American Indians, Alaska Natives and affiliated Island Communities. NPS.gov directly supports two DOI strategic goals as identified in the "U.S. Department of Interior Strategic Plan for FY 2003 - FY 2008" as further amplified in the "U.S. Department of Interior E-Government Strategy for FY 2004 - FY 2008."

The first of these is the Recreation Strategic Goal of providing recreation opportunities to America. Within this Strategic Goal, NPS.gov directly supports two specific strategies identified under the End Outcome Goal of providing for a quality recreation experience, including access, and enjoyment of natural and cultural resources on DOI managed and cultural resources on DOI managed and partnered lands and waters. These are:

(a) Strategy 2: Promote recreation opportunities as measured by the number of on-line recreation transactions supported by DOI. NPS.gov supports this strategy by promoting recreational opportunities on a web site that currently handles 90 million visits per year. The success of NPS.gov in supporting this strategy is evidenced by the fact that many park visitors use NPS.gov before they travel to prepare for their visit, and often arrive with printed NPS.gov web pages containing current and comprehensive information.

(b) Strategy 6: Ensure responsible use in recreation to protect natural, cultural and recreation resources as measured by a demonstrated increase in public awareness of underutilized recreation area. NPS.gov highlights less visited parks thereby helping drive fee revenue to those parks to alleviate the urgent needs for budgetary relief in those parks.

The second of these is the Management Strategic Goal of managing the Department to be highly skilled, accountable, modern, functionally integrated, citizen-centered and results oriented. By providing an easily accessible, medium to access NPS information, NPS.gov is by design, citizen-centric. This focus is constantly reinforced as NPS.gov project management strives to improve upon its efficiency and effectiveness.

NPS.gov also directly supports the Departmental educational mission by informing and educating the public about the NPS mission and organization, the uniqueness of park resources, and the relevance of a national system of parks and partnership programs.

I.B.2 President's Management Agenda strategic goals supported:

NPS.gov supports two of the strategic goals from the President's Management Agenda. The first of these is "Citizen-Centered E-Government and Information Technology Management".

NPS.gov directly supports this goal by providing an easy-to-find, high quality, highly-visible, one-stop public web portal to the National Park Service and National Park System services. As a result, it has reduced the federal and public communication expenses; facilitated quicker and convenient NPS access; and, improved information flow internally and to the public. Incorporating the NPS goal of building a "seamless network of parks", NPS.gov has made Federal parks and the government more transparent.

NPS.gov is the model for data sharing with the Recreation One-Stop initiative that is one of the Presidential Priority E-Gov Initiatives in the key area of Government to Citizen. Other organizations participating in that initiative will be encouraged to mimic the NPS approach for managing data in a Web Content Management System and exporting it in XML format via a web service. In addition to the data sharing technology, the citizen-oriented content in NPS.gov is a model for others to follow. NPS.gov also shares extensive data with the Geospatial Information One-Stop initiative that is another of the Presidential Priority E-Gov Initiatives.

NPS.gov directly supports implementation of the provisions of the E-Government Act of 2002 (P.L.107-347). Specifically NPS.gov will provide real-world experience in the implementation of content management technology and the resultant impact on the public audience that will be supplied in the form of "Lessons Learned" to the Interagency Committee on Government Information (ICGI)-Web Content Management Work Group.

The second of the strategic goals from the President's Management Agenda that NPS.gov supports is "Human Capital Management". The three major aspects of this support are:

(a) The content management structure being implemented for NPS.gov will allow subject matter experts to more effectively and efficiently create and update web materials using familiar, standard desktop applications rather than by using tools which require significant technical expertise.

(b) NPS.gov offers easy to access information on volunteer opportunities at the National Parks. This leverages scarce Federal resources and allows Department personnel to serve as facilitators utilizing the talents of an entire community in pursuit of shared goals.

(c) The NPS.gov Project Team has created an extranet site for retirees and employees to stay in contact with NPS information and events. This has helped to ease the knowledge gap encountered when personnel retire.

I.B.7 Agencies and organizations affected by this initiative:

NPS.gov is not a multi-agency initiative. However, NPS.gov shares XML data, through a web service built by the NPS.gov Project Team, about parks with the Recreation One-Stop initiative. This initiative is one of the Presidential Priority E-Gov Initiatives in the key area of Government to Citizen. It involves the Corps of Engineers, Forest Service, Bureau of Land Management, Bureau of Reclamation, Fish and Wildlife Service, NOAA, Federal Highway Administration, and the Smithsonian Institution plus six states and two local/regional governments.

I.B.8 Investment cost reduction or efficiency improvement:

NPS.gov user feedback indicates that better organization of the current web site would boost public information discovery and retrieval, as well as increase information sharing across federal, state, and local land management agencies. Allowing users to more efficiently find their destinations will help to drive business to the parks, which increases fee revenue. Also, by highlighting less visited parks we are helping drive fee revenue to those parks which will help to pacify the urgent needs for budgetary relief in those parks. For example, visitors use NPS.gov before they travel to prepare for their visit, and often arrive with printed NPS.gov web pages containing current and comprehensive information. NPS.gov reduces NPS park brochure printing and postage costs, and saves staff time answering information requests. Further efficiencies will reduce production, postage and staff costs.

NPS.gov possesses a function that enables Park Rangers to update NPS.gov in real time. This capability reduces time-consuming, labor-intensive, headquarters information collection. This will be further expanded using a full Content Management System. Similarly, NPS volunteer program administrators submit annual program report statistics via NPSDigest.gov. Additional NPS data collection can enhance internal communications, and reduce labor-intensive data collection.

We are currently striving to enable multiple channels for data collection and are researching the most cost-effective channels to create. We plan to conduct usability studies. Theses studies will employ methodologies such as the American Customer Satisfaction Index (ACSI) to determine modifications that need to be made to positively affect citizen's satisfaction and improve their likelihood to interact with the Park Service through the online channel.

The NPS.gov Project Team will provide the ability for infrastructure sharing. Infrastructure sharing results in lower maintenance/license fees, lower hardware expenditures, and a higher level of availability while costing less than the current method of distributed infrastructure. NPS.gov also will make it possible to reduce the current costs expended by individual parks and programs by allowing them to use the NPS.gov structure to do their day to day operational updates to web sites.

I.9.a. List all other assets that interface with this asset.

The NPS.gov Project manages/supports the following web sites:

(a) NPSDigest.gov
(b) NPS.gov.
(c) Inside.NPS.gov
(d) CWSS.NPS.gov
(e) Langston.gov
(f) Planning.NPS.gov
(g) Data2.ITC.NPS.gov
(h) www.cr.nps.gov
(i) www.nature.nps.gov
(j) focus.itc.nps.gov
(k) www.civilwar.nps.gov
(l) maps.itc.nps.gov
(m) wilderness.nps.gov
(n) 470+ Park Sites

The NPS.gov Project supports/interfaces with the following web sites:

(a) recreation.gov (National Recreation Reservation System)
(b) recdata.gov.(Recreation Information Data Base)
(c) geodata.gov
(d) nationalparks.org
(e) seeamerica.org

I.9.b Have these assets been reengineered as part of this investment (Yes/No)	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0.350
BY 2007 Acquisition Resources:	1.250
BY 2007 Maintenance Resources:	0.260
BY 2007 Total, All Stages Resources:	1.860
Life Cycle Total, All Stages Resources:	11.760

Historic Preservation Learning Portal (HPLP)

NPS - Historic Preservation Learning Portal (HPLP)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	National Park Service
Budget Account Number	010-24-1036
Account Name	National Park Service Historic Preservation
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Federal Preservation Institute
Name of Investment	NPS - Historic Preservation Learning Portal (HPLP)
Full UPI Code	010-24-01-02-01-2407-00-106-017

Investment Justification

I.A Investment Description:

The Historic Preservation Learning Portal is a learning platform that provides access to Internet sites that have information needed to meet the requirements of the National Historic Preservation Act (NHPA), executive orders, related laws, and regulations. The learning platform was determined to be needed because the NHPA requires that the Secretary of the Interior develop and maintain a comprehensive education program in historic preservation. This responsibility is delegated to the National Park Service. With the Historic Preservation Learning Portal, Federal agency staff, from senior executives through Federal Preservation Officers to field staff, is able to significantly improve their discovery and use of historic preservation content on the Internet. When all the project functions are fully operational. They will be able to communicate more efficiently with one another about the value and applicability of selected information for their agency-specific programs and current workplans. The development of the Portal for all agencies will reduce significantly the costs by each individual agency and eliminate redundancy.

The Historic Preservation Learning Portal was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on June 22, 2005.

The National Park Service (NPS)'s capital planning and investment control program continues to mature. The current process uses three groups to monitor, control and evaluate all IT investments. The three groups include the Office of the Chief Information Officer (OCIO), the Information Management Council (IMC) and the Information Technology Investment Council (ITIC). The OCIO staff is the initial contact for IT investment development and the Service-wide System Life Cycle guide provides a checklist of events and activities that each project must participate in or complete. The OCIO staff also provides Enterprise Architecture reviews and assistance as needed. The IMC is composed of IT professionals from our Regional Offices as well as IT field personnel from the parks. The IMC is a chartered organization currently responsible for ensuring new investments fit the strategic goals and objectives of the Service. They do an initial ranking of these new NPS investments and send recommendations to the ITIC members for inclusion or exclusion from the Service's IT portfolio. The ITIC, composed of senior business managers within the National Park Service - Regional and Deputy Regional Directors, Associate Directors, etc. - reviews new IT investments twice a year for inclusion in the IT portfolio. The ITIC also reviews ongoing projects on a regular basis to ensure costs, schedules, and performance goals are within the specifications desired. The criteria used in these reviews are still undergoing refinement as is the overall investment control process. The NPS expects to make significant strides in its investment control process in the FY07 budget cycle.

The Portal uses concept-matching software so that users can search for, link with, and have ready access to unstructured electronic information and training resources. Searches can be saved, retrained, and automatically categorized conceptually so that learning is cumulative. The conceptual contents of sites identified through searches are summarized in automatically. Users can establish "communities of practice", who share aggregated knowledge both rapidly and comprehensively. Federal Preservation Officers and other historic preservation program officials can undertake knowledge management objectives to improve the efficiency and effectiveness by which agency policy and procedures are communicated electronically, learned, understood, and applied.

The Historic Preservation Learning (HPL) Portal will transform how people do historic preservation business by providing significantly wider access to programs, projects, and training information with proven records for

success. Available, tested program and project alternatives will be more quickly identified, and prioritized solutions to problems can be undertaken with more efficient processes. Agency staff will learn about successful solutions sooner, or they can be more efficiently directed to become aware of and familiar with emergent problem-solving methods. The policies and current directions of agencies will be more effectively communicated, which will assist regional and field staff to develop annual workplans that are more consistent with prioritized needs. The results of these changes will be more readily available to citizens and the broader constituencies of the national historic preservation program.

The Portal costs include software license and out-year maintenance. The costs are being funded through a partnership with many other Federal agencies, including OAIT, FEMA, INS, VA, FSA-USDA, NRCS-USDA. FS-USDA, FCC. EPA, ACHP, and others. The National Park Service is providing staff support from existing FTEs.

I.B.1 Agency mission and strategic goals and objectives supported

This is an investment based upon multi-agency support that specifically addresses strategic goals and objectives of both the Department of the Interior and the National Park Service. The DOI Strategic Plan mission areas, goals, and how they are supported by this investment include:

(1) Resource Protection mission with goal Protection of Cultural Heritage.

By providing central location for agencies to acquire information on inventory and condition assessments standards and sharing priorities for determining critical needs. By transforming how training is made available to all DOI employees, partners, and others involved with Federal agency programs.

(2) Serving Communities mission with goal for Advancing Knowledge and Making Informed Decisions.

By providing access to interdisciplinary scientific data sources needed by historic preservation practitioners in archeology, architecture, architectural history, ethnography, art, geography, and history.

(3) Serving Communities mission with goal for Fulfilling Our Trust Responsibilities to Indian Tribes.

By improving access to essential information on Native American culture, history, and significant places and collections needed by educators and tribal government officials.

(4) Information Technology for E-Government.

By making information on historic preservation topics more readily available for Federal employees providing services to customers (i.e., help with nomination procedures, restoration information, project applicant requirements). By providing access by all Federal agencies, States, Tribes, and local governments.

The DOI objective of Managing for Excellence and Accountability also is addressed by providing access to essential information by senior executives and program managers to improve identification of problem-solving alternatives and efficiency in decision making . Improved decision making capabilities by those who have historic preservation responsibilities as collateral duty. The Portal will expand access to E-government data sources and training programs from all levels of government as well as private and non-profit groups and organizations.

The National Park Service Strategic Plan categories and how they are supported by this investment :

(1) Preservation of Park Resources.

(a) By implementing the Resource Priorities Strategy by collating essential treatments alternatives information to protect nationally significant and severely threatened resources.

(b) By implementing the Resource Assessments Strategy by improving field expertise by training non-specialists and expanding formalized information exchange on technologies, best practices, and techniques.

(c) By implementing the Partnerships Strategy by improving collaboration, sharing information, fostering research, and improving management through communications among all levels of partners (especially governments). The Portal will provide partners with assistance through information on best practices. It will improve communication with community planning and tourism organizations.

(d) By implementing the Information Technology Strategy by facilitating database linkages and improved information availability to the public.

(2) Providing for the Public Enjoyment and Visitor Experience of Parks.

By implementing the Partnerships Strategy by sharing information, fostering research, and improving management through communications among all levels of partners (especially governments). The Portal will provide partners with assistance through information on best practices.

(3) Strengthening and Preserving Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners.

(a) By implementing the Visitor Needs and Expectations Strategy by providing consistent and compelling communication and education to the public about the value and relevance of cultural resources programs.

(b) By implementing the Public Education and Outreach Strategy by providing consistent and compelling public education about cultural resources, especially with regard to the rarity of National Historic Landmarks, their value to private owners, and the importance of recreational opportunities.

(c) By implementing the Partnerships Strategy by improving collaboration, sharing information, fostering research, and improving management through communications among all levels of partners (especially governments). The Portal will provide partners with assistance through information on best practices. It will improve communication with park employees about the national historic preservation program, especially with regard to Servicewide goals.

(d) By implementing the Information Technology Strategy by making cultural resources data more accessible by the public.

(4) Ensuring Organizational Effectiveness through use of current technologies to accomplish mission.

(a) By implementing the Partnerships Strategy by using off-the-shelf, GSA-schedule software to facilitate electronic communication and information exchange.

(b) By implementing the Employee and Volunteers Needs and Expectations Strategy by improving internal communication and training about policy, case studies, legislation, and management practices.

(c) By implementing the Information Technology Strategy by improving use of emerging technology, including Web and satellite broadcasts.

(5) Ensuring Organizational Effectiveness through increasing management capabilities through initiatives and support from other agencies, organizations, and individuals.

(a) By implementing the Partnerships Strategy by expanding numbers of governmental partners directly involved with management of the national historic preservation program and increasing the range of initiatives that can contribute to its effectiveness. The Portal will increase the range of technical expertise available for information exchange and training.

(b) By implementing the Information Technology Strategy by improving use of emerging technology, including Web and satellite broadcasts.

An expanded spreadsheet with descriptions for all 27 goals and operating strategies is available.

I.B.2 President's Management Agenda strategic goals supported:

This investment supports the President's Management Agenda for both its Human Capital and E-Government Strategies. Under the E-Government Strategy, the specific categories and how they are supported by this investment include:

(1) Internal Efficiency and Effectiveness in E-Training.

(a) By fostering development of communities of practice, the Portal will establish a communication platform where users share best practices and complex technical information. It will hare accumulated knowledge among identified agency staff.

(b) By providing access to training and electronic information at economies of scale, the Portal will facilitate development and implementation of agency core competencies, strategies, and workplans. It will improve access to available training and reduce redundant offerings of coursework.

(c) By providing access to courseware by all levels of government, the Portal will establish a central source for training, essential information, and technical assistance for historic preservation personnel, contractors, and government partners.

(2) Government to Government in Geo-spatial Information One-stop.

By providing access to governmental spatial data assets, the Portal will establish a central source for knowledge about governmental spatial assets that apply to historic preservation. It will provide linkage information that does not compromise database security or confidentiality, but that will improve potential for authorized, shared usage.

(3) Government to Government in E-Grants.

By streamlining access to grants information, the Portal will establish a central source for information about grants programs at all levels of government that are available to historic preservation programs and personnel.

(4) Government to Government in Disaster Assistance and Crisis Response.

By providing public, one-stop information from public and private organizations involved in preparedness, response, recovery, and mitigation, the Portal will establish a central, rapid source to needed technical information, technical experts and assistance, and available governmental programs. This supports and helps facilitate FEMA one-stop portal development by specifically addressing historic preservation issues efficiently.

(5) Government to Business in One-stop Compliance Information.

(a) By providing information on laws and regulations to understand compliance, the Portal will establish a central location for linked access to databases on applicable Federal laws, regulations, agency guidelines, and relevant training.

(b) By providing access to information on wizards and tutorials about applicability and procedures, the Portal will create centralized access by businesses and private consultants to the full range of training and electronic assistance, especially with regard to agencies who conduct similar types of business with historic preservation components.

(6) Government to Citizen.

By providing centralized access to heritage tourism information, programs, and products, the Portal will facilitate electronic recreation transactions to include places open to heritage tourism, free and purchasable itineraries and guides, public activities that require registration or reservations, and essential information about the meaning and value of visiting them.

I.B.7 Agencies and organizations affected by this initiative:
All Federal agencies (about 68) that are subject to the Federal historic preservation laws, regulations, and executive orders are affected by this initiative. Currently, the following agencies have committed funding or have expressed interest to do so: FEMA, BICE, VA, FSA-USDA, NRCS-USDA, FS-USDA, ACHP, EPA, HHS, FCC, FWS, FHWA, DOT, and HUD. In addition to funding for acquisition, installation, maintenance, and interface development, these agencies will participate in the governance of the Portal to establish and monitor user requirements, functional requirements, and selection of Internet websites for indexing. They will participate in development of user training as well as help to provide guidance on best uses and advanced skills for the Portal. They will serve as models for demonstrating improved effective and efficient implementation of their historic preservation programs through agency wide and public/private partnerships use of the Portal. The Federal Preservation Institute of the National Park Service is the lead office for managing the investment.

I.B.8 Investment cost reduction or efficiency improvement:
This investment will eliminate costs by Federal agencies to undertake separate information access projects and maintain them over time. All users will be significantly more effective in using currently available information and on-line training.

I.9.a. List all other assets that interface with this asset.
This asset will provide search engine ability to discover and locate all types of electronic information assets in public or private organizations concerned with historic preservation in any of 250 file formats and foreign languages, as well. The data management elements or security systems of other assets are not affected or compromised in any way since this project is about discovery and location only.

I.9.b Have these assets been reengineered as part of this investment (Yes/No)	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0.000
BY 2007 Acquisition Resources:	0.000
BY 2007 Maintenance Resources:	0.035
BY 2007 Total, All Stages Resources:	0.035
Life Cycle Total, All Stages Resources:	0.799

Learning Management System (My Learning Manager/MLM)

INVESTMENT OVERVIEW AND JUSTIFICATION

Investment Identification

Agency	Department of the Interior
Bureau	National Park Service
Budget Account Number	010-24-1036
Account Name	National Park Service Training and Development
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Training and development
Name of Investment	NPS - My Learning Manager
Full UPI Code	010-24-01-07-01-2406-00-403-255

Investment Justification

I.A Investment Description:

"My Learning Manager," also known as the Learning Management System, provides on-line access to all NPS and non-NPS learning opportunities and gives management the information needed to plan workforce development initiatives and a way to measure the success of such initiatives.

The National Park Service (NPS)'s capital planning and investment control program continues to mature. The current process uses three groups to monitor, control and evaluate all IT investments. The three groups include the Office of the Chief Information Officer (OCIO), the Information Management Council (IMC) and the Information Technology Investment Council (ITIC). The OCIO staff is the initial contact for IT investment development and the Service-wide System Life Cycle guide provides a checklist of events and activities that each project must participate in or complete. The OCIO staff also provides Enterprise Architecture reviews and assistance as needed. The IMC is composed of IT professionals from our Regional Offices as well as IT field personnel from the parks. The IMC is a chartered organization currently responsible for ensuring new investments fit the strategic goals and objectives of the Service. They do an initial ranking of these new NPS investments and send recommendations to the ITIC members for inclusion or exclusion from the Service's IT portfolio. The ITIC, composed of senior business managers within the National Park Service - Regional and Deputy Regional Directors, Associate Directors, etc. - reviews new IT investments twice a year for inclusion in the IT portfolio. The ITIC also reviews ongoing projects on a regular basis to ensure costs, schedules, and performance goals are within the specifications desired. The criteria used in these reviews are still undergoing refinement as is the overall investment control process. The NPS expects to make significant strides in its investment control process in the FY07 budget cycle.

My Learning Manager will ultimately be replaced by the Department's eGov initiative, e-training..

In February 2002, NPS Employee Development began a new and now successful initiative to establish an automated, cost effective learning management system available to all NPS employees and their supervisors. A system was sought

(1) Which would enhance and expand delivery of training and development opportunities to all permanent and term NPS employees;

(2) Which could be purchased off the shelf and adapted to NPS business practices at relatively low cost; and

(3) Which could generate a variety of reports on service-wide training and development in order to increase our accountability to leadership, and foster efficient management of limited fiscal resources?

A workgroup of Training Managers, Training Officers, Employee Development Officers, Park representatives and administrative staff from Mather and Albright Training Centers formulated and prioritized over 40 Functional Requirements for a preferred Learning Management System. After a four-month search the THINQ Training Server was selected based on these Functional Requirements.

The learning management system, renamed and distributed throughout the National Park Service to all permanent employees is called My Learning Manager (MLM). It is a COTS (Commercial Off-the-shelf) web-based application and program purchased in 2002, with National Park Service Employee Development funds as indicated by the account number in the heading on the first page of this document.

In April 2002 the NPS CIO joined the interdisciplinary search team and reviewed two other learning systems which the team subsequently rejected based on cost and the recommendation of the CIO. Following that review a broader search was conducted which resulted in the recommended selection of the THINQ Learning Management System. This recommendation was reviewed by the National Park Service Information Technology Investment Committee (ITIC) chaired by Dom Nessi, the NPS CIO. In May 2002 the NPS ITIC approved the purchase of THINQ COTS program. The procurement actions were made by Shannon Wondra, Contracting Officer for the NPS National Information Systems Center in Lakewood Colorado. No additional CPIC beyond review and approval by the NPS ITIC was required to purchase a COTS Learning Management System in FY 2002 using ONPS operating funds.

On June 28, 2002 Requisition number R2670020024 was executed to purchase perpetual licensing for 20,000 NPS employees from International Software Systems, an approved contractor to the Federal government and to establish the Maintenance and Support agreement. In September 21, 2002, Requisition number 267021000 was executed for training and configuration of the THINQ COTS which the National Park Service implemented and delivered under a new application name, My Learning Manager (MLM). My Learning manager was delivered a to all permanent NPS employees in October 2003.

There are four categories of required functions which My Learning Manager (MLM) provides in order to adequately support NPS Training and Development. These functional requirement categories are:

(1) Online Registration - The system must be capable of allowing individual employees to request training and register for courses online via a Web browser. The system should support supervisor approvals and notifications of all training activities.
(2) Reporting - The system must provide analytical reports of enrollment and course completions with breakdowns along multiple dimensions including employee, region, position, gender and ethnicity.
(3) Competencies - The system must track competencies for each employee based on position and career field and for each training event provided by the NPS. It should support the maintenance of Learning Plans for employees. The system should provide a means of matching the competency needs identified in a Learning Plan to development opportunities and training which provide these needed competencies.
(4) Infrastructure - The system must be scalable enough to deploy service-wide and must be compatible with NPS Information Technology Standards including use of Oracle as a database management system platform.

In 2002, these four categories of functional requirements were developed into 42 specific and detailed Functional Requirements which directed the search and selection of THINQ Learning Management System (LMS) for use by the National Park Service. They are detailed in, Evaluation of Training Management Systems for the National Park Service, April 9, 2002.

The investment, as purchased by the NPS, consists of hardware, software, and professional services. The hardware is an array of six servers, three for testing, development, and disaster recovery, and the other three for production. These servers, along with supporting hardware such as tape backup units, cables, RAID arrays, and network hubs, are housed in a secure, air- and power-conditioned server room in the NPS National Information Systems Center (NISC) in Lakewood, CO. The software consists of 20,000 perpetual licenses to the THINQ Learning Management System. The original copies of the software are maintained at the NISC in Lakewood, CO as well. An annual maintenance payment to THINQ ensures product support and upgrades throughout the life cycle of the system. Professional services were also procured from THINQ to install the system and configure the software for use with the business processes of the National Park Service.

Return on investment for this system will continue well beyond the investment planned completion date of September 30, 2007. All employee training records and transcripts as well as statistical data/reports and the entire catalog of training events can be fully integrated into other, future learning management systems (LMS) including the Department of the Interior's iLearn system, which is currently in the initial stages of implementation.

I.B.1 Agency mission and strategic goals and objectives supported:

The National Park Service is committed to improving performance by implementing the President's Management Agenda. In an April 2003 message to NPS employees, Director Mainella noted the importance this initiative plays to all of us as stewards of our national treasures. Specifically, her message highlighted the importance of management accountability, use of performance measures, and a focus on strategically targeting and prioritizing funding to support our greatest needs.

The project supports four National Park Service goals, as defined in the National Park Service Strategic Plan, FY 2001-FY2005. The Strategic Plan is based on the agency Mission, the NPS Organic Act of 1916 and subsequent legislation and regulations. Specifically, the following NPS strategic goals are addressed by the My Learning Manager (MLM) system.

IIa1. Visitor Satisfaction: 95% of park visitors are satisfied with appropriate park facilities, services, and recreational activities.

IIb1. Visitor Understanding and Appreciation: 86% of visitors understand and appreciate the significance of the

park they are visiting.

IIIa3. Customer Satisfaction: 90% of users are satisfied with historic preservation-related technical assistance, training, and educational materials provided by NPS.

By making training more accessible to NPS employees, and by being able to provide more training, employees are better able to contribute to park visitor satisfaction, understanding, and appreciation of park significance.

IVa1. Data Systems: 66% of the major NPS data systems are integrated/interfaced.

My Learning Manager (MLM) is integrated in the following ways:

(1) MLM is Web-based, allowing the system to be used with existing user Web browser software
(2) MLM uses Oracle as a database platform, allowing its data to be accessed through existing NPS reporting tools, and thus used in other systems
(3) MLM uses the existing NPS Lotus Notes (LDAP-based) authentication system, meaning that users will not need to remember and maintain additional usernames
(4) MLM imports existing extracts from FPPS to create and synchronize user accounts on a regular basis. This ensures both that user accounts for new National Park Service employees will be created automatically upon hiring, and also that data integrity between the two systems is maintained

IVa3. Workforce Development and Performance. 100% of employee performance agreements are linked to appropriate strategic and annual performance goals and competencies, and 95% of NPS employees demonstrate that they fully meet their competency requirements.

The Learning Management System, My Learning Manager database and reporting system enables measurement of this goal. The measurement of progress towards this goal was impossible, because accurate employee records of competencies and the training that the employee took to obtain these competencies were not available. Those limited records which were available were maintained in a decentralized, park-specific manner. MLM both standardizes and centralizes the documentation of employee competencies and the competency requirements of a particular job, allowing for the quantitative and objective verification of progress towards this goal.

I.B.2 President's Management Agenda strategic goals supported:

The President's Management Agenda focuses on fourteen areas of improvement targeted to address the most apparent deficiencies within the Federal Government, where the opportunity to improve performance is also the greatest. These areas of improvement are organized into either government-wide initiatives or program initiatives. The areas within the government-wide initiatives include the following: Strategic Management of Human Capital, Competitive Sourcing, Improved Financial Performance, Expanded Electronic Government, and Budget and Performance Integration. Areas within the President's Program Initiatives include: Faith-Based and Community Initiative, Privatization of Military Housing, Better R&D Investment Criteria, Elimination of Fraud and Error in Student Aid Programs, Management and Performance, Broadened Health Insurance Coverage Through State Initiatives, "Right-Sized" Overseas Presence, Reform of Food Aid Programs, and Coordination of VA and DoD Programs and Systems. None of the agency-specific Program Initiatives apply to the National Park Service.

The MLM Learning Management System directly and specifically addresses two of the five government-wide initiatives from the President's Management Agenda and does so in a manner that is collaborative and is cognizant of opportunities for cost- and data-sharing.

Strategic Management of Human Capital

Within the Strategic Management of Human Capital government-wide initiative, the President's Management Agenda identifies six Human Capital Standards for Success. They are: Strategic Alignment, Workforce Planning and Deployment, Leadership and Knowledge Management, Performance Culture, Talent, and Accountability. MLM explicitly supports four of these Human Capital Standards for Success: Leadership and Knowledge Management, Workforce Planning and Deployment, Talent, and Accountability.

The Leadership and Knowledge Management benchmark defines an organization in which agency leaders and managers effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance. MLM directly supports this standard by streamlining the process of registration for, participating in, and tracking and reporting on the results of learning activities for employees of the National Park Service, in support of the broader goal of increasing access to learning activities (also discussed in Section I.A.1), and thereby promoting the creation of and ameliorating barriers in the way of a sustainable learning environment. Further, in MLM's key function of tracking and reporting on the results of learning activities of NPS employees, it serves as an essential data source for the measurement of continuous performance improvement and, in particular, the return on investment, in the form of performance improvement, of training and development funds and activities.

The Talent benchmark defines an organization in which the agency has closed most mission-critical skills, knowledge, and competency gaps/deficiencies and has made meaningful progress towards closing all. One of the required functions of MLM (as defined in Section I.A.1) is to "track competencies for each employee€¦[and] provide a means of matching the competency needs identified in a Learning Plan to development opportunities

and training which address these needed competencies." MLM is thus a tool both for measuring the progress of the agency towards closing the competency gaps and for actually closing the competency gaps. MLM supports the measurement of progress through the use of a Skills-Gap analysis, which can identify and quantify the gaps between a specified set of competency requirements (which, in this case, are the mission-critical skills and competencies identified for the Department of Interior and the National Park Service by the President's Management Agenda) and the competencies of the employees of the NPS. MLM supports the closing of the skill gap by assisting individual learners, their supervisors, and human resource planners in identifying specific learning activities and opportunities (including classroom and distance-learning courses, e-learning opportunities, internships, work details, correspondence materials, etc.) to address identified skill gaps.

The Workforce Planning and Deployment benchmark defines an agency that is citizen-centered, de-layered and mission-focused, and leverages e-Government and competitive sourcing. According to the President's Management Agenda, two essential practices addressing this standard are the Identification of Skills/Competencies and Implementing a Workforce Planning and Forecasting Model. The Learning Management System was implemented specifically to allow the tracking, management, and reporting on employee competencies throughout the National Park Service. A full fiscal year's data through MLM will be available (10/1/2005), management will have the information needed to plan workforce development initiatives, skill-gap analysis, and the accountability needed to ensure and measure the success of these initiatives.

Finally, MLM also supports the Accountability standard, which states that "Agency human capital decisions are guided by a data-driven results-oriented planning and accountability system". MLM provides specific data, at the aggregate level, on competencies and organizational competency gaps, which serves as an input to the full human resources planning system of the National Park Service.

Expanded Electronic Government

The second government-wide initiative that MLM directly supports is the initiative for Expanded Electronic Government. The Expanded Electronic Government initiative promotes the use of information and communications technologies to promote increased efficiency and increased access in four different types of processes: government-citizen, government-business, government-government, and internal efficiency and effectiveness. MLM supports increased access within the government-government area, through collaborative data sharing and shared training with other agencies.

At the time of the MLM project inception, neither the NPS nor the DOI had an electronic training management system at all (although some DOI agencies had implemented or developed their own systems). Further, the government-wide GoLearn initiative was not yet to a point in which it would have met the functional requirements of the National Park Service, and the OPM GoLearn memorandum of agreement had not yet been signed. One of the key purposes of the Learning Management System is to enhance internal efficiency in employee training and development by providing online, full-time (24x7) access to all service-wide learning opportunities provided by the National Park Service, and to leverage collaborative training opportunities provided by commercial providers, as well as by other government agencies, such as DOI University, the Fish and wildlife Service and Bureau of Land Management. The MLM project was thereby developed with the intention of collaborating with other agencies, both in the sharing of training opportunities (both electronic and classroom) and the sharing of training records.

Since the MLM project began, however, the OPM GoLearn Memorandum of Agreement for government wide learning management systems has been signed. The Expanded Electronic Government initiative specifies as one of the critical "next steps" in the area of internal efficiency and effectiveness the migration of other agency-specific learning management systems to the GoLearn system - Departmentally named "iLearn", and the decommissioning of these agency-specific learning management systems. In support of this, the planned system life cycle of MLM has been adjusted. MLM will be decommissioned on 12/31/2006, with production migrated to the iLearn system beginning as early as the end of FY 2006. This will allow the NPS to conduct two complete years worth of skill-gap analysis as well as ensure a smooth transition/migration to iLearn, thereby providing a solid return on investment for the system. The development of all of the business processes, reporting structures, and coding systems associated with the implementation of MLM, is effort that would have to have been expended anyway, and much of this work can be repurposed and reused during the implementation of iLearn. Therefore, the implementation costs of iLearn will commensurately be reduced.

I.B.7 Agencies and organizations affected by this initiative:
This is not directly a multi-agency initiative; however, the intention is to migrate the data and functionality directly to the government-wide GoLearn system, once that is available and implemented. This will allow the National Park Service to more easily share data and training opportunities within the federal government.
I.B.8 Investment cost reduction or efficiency improvement:
The system reduces the amount of time spent administering the process of training enrollment and administration, including the time spent keeping and maintaining records. Implementation of My Learning Manager has enabled the reorganization and downsizing of the administrative support workforce within Training and Development. Three FTE have been eliminated and the funds reallocated to other higher priority functions.

My Learning Manager also enables more efficient and detailed annual reporting and adds the function of simplified ad hoc reporting which allows management and leadership to be more responsive to congressional and |

leadership inquiries.

All employee training records and transcripts as well as statistical data/reports and the entire catalog of training events can be fully integrated into other, future learning management systems (LMS) which is as of yet to be selected by the Department.

I.9.a. List all other assets that interface with this asset.

These assets have not been reengineered as part of this investment.

MLM interfaces with several other assets: Federal Personnel and Payroll System (FPPS), Lotus Notes, and NPS Organization Code Repository. No re-engineering of any of these assets was performed.

FPPS: My Learning Manager (MLM) learning management system imports employee data from Federal Personnel and Payroll System (FPPS) to create the database of permanent employees. This import is performed on a biweekly basis (once per pay period) in order to create accounts for new employees in a timely manner. The following data elements are extracted from FPPS and imported by MLM;

(1) Attributes Generally Accessible in MLM
o Employee Name (First, Last, Middle)
o Employee Organizational Code
o Date of Entry into the Bureau
o Job series, grade, and OPM title code
o OPM managerial status
(2) Confidential Attributes
o Social Security Number
o Gender
o Disability
o Race
o Date of Birth

Access to the generally accessible attributes was secured with the cooperation of, and is managed by, the NPS Data Custodian for FPPS at the Denver Service Center. Permission for the Confidential Attributes was secured through a memorandum of agreement with the National Park Service Equal Opportunity (EO) office in December 2002.

Lotus Notes: MLM uses the employee's Lotus Notes e-mail address as a username in order to simplify account management. In order to do this, the data extract from FPPS (described above) is merged with a data extract from Lotus Notes. Employees who do not have e-mail addresses receive a default username constructed from their name.

NPS Organizational Code Repository: FPPS only provides employee home addresses along with the employee record. In order that training materials can be sent to the correct business address, the organizational address is obtained from the NPS Organizational Code Repository. This organization address is linked to the FPPS data record and then imported into MLM on the usual biweekly cycle.

The MLM system is a web-based application with servers maintained by the National Information Service Center of the NPS in Lakewood Colorado. Therefore, MLM is accessed by 19000 licensed users who are NPS employees using existing hardware and software, e.g. desk top and lap top personal computers with web browsers through the NPS intranet.

I.9.b Have these assets been reengineered as part of this investment (Yes/No)	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0.000
BY 2007 Acquisition Resources:	0.000
BY 2007 Maintenance Resources:	0.320
BY 2007 Total, All Stages Resources:	0.320
Life Cycle Total, All Stages Resources:	2.485

FEAT/FIREMON Integration (FFI)

INVESTMENT OVERVIEW AND JUSTIFICATION

Investment Identification

Agency	Department of the Interior
Bureau	National Park Service
Budget Account Number	010-04-1125
Account Name	Wildland Fire Management
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Fire
Name of Investment	NPS - FEAT/FIREMON Integration (FFI)
Full UPI Code	010-24-01-03-01-2410-00-104-008

Investment Justification

I.A Investment Description:

The purpose of this project is to combine two agency-specific fire effects monitoring database applications into a single multipurpose, interagency tool to support fire effects and fire ecology monitoring programs. In addition, it will serve as a common database for satellite imagery-based landscape-scale fire regime and fire condition class analyses. Data from FIREMON and FEAT will be migrated to FFI.

This program will be used by USDA Forest Service, National Park Service, Bureau of Land Management, US Fish and Wildlife Service and Bureau of Indian Affairs. It will also be available for Non-Governmental Groups such as The Nature Conservancy.

The National Park Service pioneered database-driven fire effects analysis with its FMH (Fire Management Handbook) application that was developed in a DOS-FoxPro programming environment. FMH is technically obsolete, limits users to working with data from a single park or management unit, and is not interoperable with contemporary database systems in use elsewhere in the NPS and in other agencies. FMH was replaced by a contemporary database/GIS application known as FEAT (for Fire Ecology Assessment Tools).

FEAT, developed between 2001 and early 2005, began with a business user needs assessment (BNA), and structured development to utilize existing GIS data to simplify sample plot location. FEAT incorporates Composite Burn Index data collection and analysis tools for analyzing and mapping Landsat satellite imagery data to evaluate burn severity of large fires.

The Forest Service Rocky Mountain Research Center independently developed a "research" database tool at about the same time FEAT was developed. This system, known as FIREMON (Fire Effects Monitoring and Protocol), took a different development approach than FEAT. FIREMON also is used with Landsat satellite imagery, acting as the database for the LANDFIRE vegetation and fire regime analysis system. While FIREMON and FEAT have common objectives, they are complementary rather than overlapping systems.

This project will integrate these two complementary applications to create a single interagency fire effects and fire ecology data system that can be used directly for fuels and vegetation monitoring, responding to the National Fire Plan and the President's Healthy Forest Initiative, as well as serving both LANDFIRE and the Composite Burn Severity system. The resulting application will provide sample data to validate landscape-scale analyses conducted in the Fire Program Analysis (FPA)

Both systems have been developed to operate within the MS-Windows current (XP) operating system environment. Firemon is built on MS-Access. FEAT was initially developed with MS-Access, and has been migrated to work with MSDE (Microsoft Desktop Engine, a free distributable version of SQL Server).

This project was submitted into the CPIC review in the Spring of 2005. The National Park Service continues to review this 300 and provide input through the 2005 time period in this ongoing process. This investment was approved for inclusion in the BY07 DOI Portfolio by the DOI Investment Review Board (DOI IRB) on June 22, 2005.

The Interagency Fuels Group has approved funding for the development process, taking place in 2005, 2006, and 2007.

I.B.1 Agency mission and strategic goals and objectives supported:

Mission
This project directly supports the National Fire Plan, the Federal Wildland Fire Policy (1995/2001), and the President's Healthy Forest Initiative, Healthy Forest Restoration Act (2003).

FFI is geared to address some of the most significant data sharing and data handling problems in the interagency fire community:
- Addresses the need for Interagency monitoring that is identified in the National Fire Plan and the Healthy Forest Initiative.
- Helps to integrate applications by acting as a common data structure (e.g., Landfire; Composite Burn Index for field validation of burn severity assessment)
- Strengthens Interagency Fire data quality. By having a science-based, peer reviewed data system, the Fire programs using this system will be more likely to withstand challenge of decisions through the Data Quality Act (2000).

This project supports the E-Government and Budget and Performance Integration goals of the President's Management Agenda.

Expanded Electronic Government
The integration of FEAT and Firemon will enable all Fire Program land management agencies to cooperate in developing fire ecology/fire effects and satellite imagery validation databases through the use of common protocols and common data management and analysis tools. By standardizing data collection, analysis, and reporting across agencies it will be practical for the first time to establish the nationwide vegetation and fuels conditions validation data that are needed for developing interagency fire management planning and the type of landscape-scale management tools exemplified by the Landfire system.

This project presents a common-sense approach to data standardization. This is the key prerequisite to the use of fire ecology/fire effects data in interagency fire ecology planning and decision making. Fire ecology/fire effects data should be readily available to agency decision makers via the Geospatial One-Stop system.

Budget and Performance Integration
This project is designed to provide managers with quantitative data on the real condition of the environment prior to and after fire events. This will enable the easy access of fire ecology/fire effects data for multiple use by decision makers and business. It will enable the easy and efficient sharing of data between Federal, state, and tribal governments, as well as with local governments as needed, research institutions, and businesses when appropriate. It will also help to automate internal processes, both reducing costs and demonstrating "best practices" within land management agencies.

Community and Social Services Objective:
Provide Community Assistance (Community assistance and outreach build or enhance a community's capacity for responding to wildfires)

Goals
The vision of the project is to increase standardization and efficiency in the interagency fire community, with a single database system for fire-related satellite imagery ground-truthing and analysis, fire ecology/effects plot data collection, management, and analysis, and mapping/display capabilities through GIS integration.

The goal of this integration is an enhanced monitoring tool that will ease data collection and support cooperative interagency data management and information sharing. An integrated tool will support scalable (site specific to landscape level) fire effects monitoring for all federal and land management

agencies at the field and research level. This tool is not limited to fire effects monitoring. It can also be used for other natural resource applications ranging from vegetation monitoring to wildlife monitoring.

Another project goal is to provide managers with quantitative data on the real condition of the environment prior to and after fire events. This will enable the easy access of fire ecology/fire effects data for multiple uses by decision makers and business. It will enable the easy and efficient sharing of data between Federal, state, and tribal governments, as well as with local governments as needed, research institutions, and businesses when appropriate. It will also help to automate internal processes, both reducing costs and demonstrating "best practices" within land management agencies.

The Forest Service's goal is to have the ability to directly use fire ecology/fire effects data in a geospatial environment through the built-in linkages to ArcGIS currently within the FEAT application.

DOI's goal is to provide standardization across Departmental boundaries for common data analysis methods.

Objectives
This project seeks to integrate two complementary applications that were produced by different agencies for related purposes. It will utilize the strengths of each application, resulting in an easy-to-use fire ecology and fire effects monitoring system that has direct-to-digital (via PDA) data collection, GIS data management and analysis capabilities, and standardized analysis and reporting capabilities.

Business Objectives FFI will address:
- Development of a common interagency fire ecology/fire effects data system
- Enable interagency sharing of data, required by FPA budgeting system
- Development of a common sample-plot data system for satellite imagery-based burn severity systems
- Development of a common sample-plot data system for Landfire.
IT Objectives FFI will address:
- Standardization of data elements in fire ecology/fire effects databases
- Reduce proliferation of "homegrown" database solutions
- Reduce need for data conversion efforts to share data
- Ease IT support of fire ecology by moving data into a contemporary database structure
- Reduce cross-agency security issues by standardizing on an authorized Federal government fire ecology/fire effects data system

I.B.2 President's Management Agenda strategic goals supported:

This investment does not address a specific strategic goal from the President's Management Agenda, but does support the E-Government and Budget and Performance Integration goals of the President's Management Agenda.

Expanded Electronic Government - The integration of FEAT and Firemon will enable all Fire Program land management agencies to cooperate in developing fire ecology/fire effects and satellite imagery validation databases through the use of common protocols and common data management and analysis tools. By standardizing data collection, analysis, and reporting across agencies it will be practical for the first time to establish the nationwide vegetation and fuels conditions validation data that are needed for developing interagency fire management planning and the type of landscape-scale management tools exemplified by the Landfire system.

Budget and Performance Integration - This project is designed to provide managers with quantitative data on the real condition of the environment prior to and after fire events. This will enable the easy access of fire ecology/fire effects data for multiple use by decision makers and business. It will enable the easy and efficient sharing of data between Federal, state, and tribal governments, as well as with local governments as needed, research institutions, and businesses when appropriate. It will also help to automate internal processes, both reducing costs and demonstrating "best practices" within land management agencies.

This will be a multipurpose, interagency, application to support fire effects and fire ecology monitoring programs as well as to serve as a common database for satellite imagery-based

landscape-scale fire regime and fire condition class analyses responding to the National Fire Plan and the President's Healthy Forest Initiative. This will facilitate fire ecology monitoring across all federal and land management agencies at the field and research level.

I.B.7 Agencies and organizations affected by this initiative:

This is a multi-agency initiative. The National Park Service Fire Ecology program is the lead agency/program because this project will rely heavily on the experience and expertise built up in the Fire Ecology Assessment Tools (FEAT) system that is one of the two applications to be integrated.

Agencies directly affected by this initiative are: the USDA-Forest Service, the National Park Service, DOI US Fish and Wildlife Service, the Bureau of Land Management, and the Bureau of Indian Affairs.

I.B.8 Investment cost reduction or efficiency improvement:

This project will reduce costs by making field data collection more efficient through the use of "direct-to-digital" data collection technology. At the present time, the majority of field data collection efforts use paper data collection forms to encode fire fuels and vegetation conditions. This requires staff to effectively enter data twice, once on the paper form and a second time when it is entered into a data management system on a computer. Direct-to-digital both cuts the time between site visit and data use, as well as allowing time formerly used in key-entering field data reports to more productive tasks.

The use of paper forms and key-entry from paper can allow error to creep into data sets through mis-coding, entering data in the wrong part of a form, and typographic error. The use of field data logging on Personal Digital Assistants (PDAs) enables an array of error trapping and data quality elements in the process. Data forms can be built in data collection software to "spell-check" entries, eliminate out-of-range data, and provide access to data fields in the appropriate order. PDAs also offer the potential for field crews and scientists to conduct change analyses and compute basic statistics while in the field. By filtering data inputs and by enabling analyses in the context of the environment being sampled, data collection errors can be substantially reduced. Finding and correcting errors in data sets is expensive. By reducing the need for cleansing data sets costs are reduced. Perhaps more importantly, land management decisions will be informed by data that truly represent the conditions in the landscape.

In the Interagency environment it is currently necessary to transform data from one system to another. Even when data conversion utilities are in place (these can be costly to build), it takes time to run the utility. It is also prudent for the person wishing to use another's data to double-check to ensure that the converted data are true to the original values. By standardizing on one system for fire ecology and fire effects plot data it will be possible for users of data to confidently combine and analyze data from multiple sources.

Data collection is currently occurring in a fairly efficient fashion (estimated 75% efficient). It is estimated that this may improve by approximately 15 to 20%.

Data sharing, both within agencies and across agencies, will be improved dramatically with the use of standard data formats, database systems, and protocols. Currently estimated to be 35% efficient, data sharing within the Federal fire ecology community can be expected to improve to 75% by 2010.

FEAT and FIREMON have a user population of approximately 300 users, at the average of a GS 11 salary. Based on their working 15% of their time on data analysis including preparation of collection methods and using the data in analyzing, it is estimated that approximately $509,000 a year can be saved. With 3% of their time spent on sharing data with other agencies, a savings of $163,000 can be realized in a year. These two savings are equal to approximately 15 FTEs.

Data Analysis is currently estimated to be 55% efficient. This is expected to increase to 80% efficient by 2010 through the implementation of FFI as a system. This will include the FFI software/database application, as well as training, a helpdesk, and increased standardization in reporting across agencies. Data collectors in the field are approximately 400 seasonal at a GS 5 working 3 months a year. They typically spend 65% of that time in data collection of this sort. The saving noted will be anywhere from $240,000 to $321,000 per year, approximately 13 FTEs.

Project Measurement, Review, and Approval will be established by the National Interagency Fire

Center Interagency Fuels Committee, and will be implemented in an interagency fashion.	
I.9.a. List all other assets that interface with this asset.	
At the present time, it is expected that Landfire and the Joint Burn Severity project system (Composite Burn Index) will use the data from the product of this project. The Fire Program Analysis (FPA) Interagency Fire budgeting and planning system will indirectly utilize this asset through its reliance on Landfire for vegetation and fire fuels data. It will not be necessary to reengineer interfacing systems; the system design for FFI will maintain the current interface associations in the existing applications.	
I.9.b Have these assets been reengineered as part of this investment (Yes/No)	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0.000
BY 2007 Acquisition Resources:	0.442
BY 2007 Maintenance Resources:	0.000
BY 2007 Total, All Stages Resources:	0.442
Life Cycle Total, All Stages Resources:	2.456

BUREAU OF INDIAN AFFAIRS (BIA)

Integrated Records Management System (IRMS)

BIA - Integrated Records Management System (IRMS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Bureau of Indian Affairs
Budget Account Number	010-76-2100
Account Name	Operation of Indian Programs
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Office of Trust Responsibilities
Name of Investment	BIA - Integrated Records Management System (IRMS)
Full UPI Code	010-76-01-05-01-7602-00-117-057

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

IRMS is a trust information system incorporating ownership, leasing, and people subsystems. IRMS allows the user to access, create and modify records in the data file for Indian individual leasehold interests and income-producing encumbrances and tracks the distribution of income derived from trust property to the Indian beneficiary. The four primary modules within IRMS are: ownership (leasehold and lease income allocation interests), lease, Royalty Distribution and Reporting System (RDRS) and Individual Indian Monies (IIM). The following legacy payout systems support and are included in the IRMS business case: MAD, GLAD, and RDRS. IRMS is in accordance with Trust requirements and is consistent with legal compliance of the Cobell v. Norton lawsuit.

The DOI Investment Review Board (IRB) reviewed and selected IRMS for the FY07 investment portfolios on June 22, 2005.

IRMS is a fully developed system and has reached its maximum capacity and functionality. Development of a modernized integrated trust system for land title ownership and trust property data is underway via TAAMS, which is a separate BIA business case. Life cycle costs of IRMS, for maintenance only, is being projected thru FY 2007, when conversion to TAAMS will be complete.

How does this investment support your agency's mission and strategic goals and objectives?

The mission of the Bureau of Indian Affairs is to fulfill trust responsibilities and promote self-determination on behalf of Tribal Governments, Native Americans and Alaska Natives. This project supports the strategic goals and objectives to assist in protecting and preserving their natural resources and to protect and preserve trust lands and resources.

IRMS directly supports the DOI Mission Areas of:
Serving Communities - Safeguard lives, property and assets, advance scientific knowledge, and improve the quality of life for communities we serve (Strategic Goal #4)
Fulfill Indian Trust Responsibilities (Strategic Goal #4, Goal 3, Strategies 1, 2, 3, 4): Improve Indian trust beneficiary services, improve Indian trust ownership information, improve management of land and natural resource assets, and manage trust fund assets for timely and productive use.

Support Indian self-governance and self-determination (Strategic Goal #4, Goal 3, Strategy 5) Promote trust program-related performance-based agreements; increase number of Tribal trust funds under Tribal management; improve performance of DOI-supported Tribal judicial systems.

Management Excellence ((Strategic Goal #5) Manage the Department to be highly skilled, accountable, modernized, functionally integrated, citizen-centered and results oriented.

Additionally, IRMS is part of and subject to the federal government's responsibility to provide an accounting to Indian beneficiaries of their trust assets and funds.

How does it support the strategic goals from the President's Management Agenda?

The President's Management Agenda requires active, but limited Government that empowers states, cities, citizens, and Indian tribes to make decisions ensures results through accountability; and promotes innovation through competition.

This project supports the President's Management Agenda:
Expanded Electronic Government Goal by automating internal processes to reduce costs internally.
- Citizen-Centered, not bureaucracy-centered
- Manages Indian individual and tribal interests in trust lands & resources for the trust beneficiaries
- Provides the primary land title application or tool that enables the Federal government to meet its trust responsibilities to Indian tribes and individuals
- Implement management discipline and structure to plan for capital investments and to operate and maintain Indian Affairs systems for the benefit of American Indians and Native Alaskans
- Staffed by government employees and supplemented with contractor staff in accordance with OMB Circular A-76

Results-oriented, not process-oriented
- Enable agencies to share data across the network
- Improve the quality, effectiveness, timeliness, and fairness of services provided to the millions of American Indians and Native Alaskans served by BIA
- Enable employees to focus on providing essential economic, social, law enforcement, and safety services to its Indian constituents with less duplication
- Provide management and executives with the management information available in real-time or near real-time concerning the baseline statistics and associated service levels being provided to their customers
- Enable BIA employees who respond to customer requests at all levels to be better served, thus, BIA service will become faster and more effective.

| If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative. |
| IRMS is not a multi-agency initiative. |
| How will this investment reduce costs or improve efficiencies? |

IRMS is a necessary system for payout of trust income from leases, permits, rights of way, contracts, settlement and related agreements (including interest), to trust beneficiaries in a timely and accurate manner. These requirements are also represented and consistent with compliance of the Cobell v. Norton lawsuit.

IRMS is in maintenance phase, and all operational efficiency and incremental improvements have been realized over the course of its lifecycle.

| List all other assets that interface with this asset. |

Trust Funds Accounting System (Office of Trust Funds Management) Systems of the Office of Minerals Royalty Management, Minerals Management Service

| Have these assets been reengineered as part of this investment? | Yes |

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	.0
BY 2007 Maintenance Resources:	2.67
BY 2007 Total, All Stages Resources:	2.67
Life Cycle Total, All Stages Resources:	19.412

Educational Native American Network - II (ENAN)

BIA - Educational Native American Network - II (ENAN)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Bureau of Indian Affairs
Budget Account Number	010-76-2100
Account Name	Operation of Indian Programs
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Office of Indian Education Programs
Name of Investment	BIA - Educational Native American Network - II (ENAN)
Full UPI Code	010-76-01-05-01-7607-00-404-139

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.
The Educational Native American Network - 2 (ENAN-II, a.k.a. EDNet) is the logical interconnection of all the Office of Indian Education Programs, (OIEP) data networks over MCI's commercial network. The figures represented within this Capital Asset Plan are realistic and are not based on estimates or projections.
How does this investment support your agency's mission and strategic goals and objectives?

The U.S. Department of the Interior (DOI), with eight bureaus, is the nation's principal conservation agency, charged with the mission to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to Indian tribes and our commitments to island communities.

Additionally, the Secretary of the Interior has specifically addressed "Improving Indian Education" as a cornerstone of her commitment to serving the public interests. As outlined in the DOI Strategic Plan, February 2003 - Page 36 "Fulfill Special Responsibilities to American Indians."

The Educational Native American Network (ENAN) aims to meet DOI's Trust responsibilities to Native American tribes and commitments to island communities by measuring:

1) number of tribal education groups served;
2) number of bureau funded schools, line offices, and field offices; and
3) number of community learning centers served from providing Wide Area Network / internet connectivity.

The School Statistics Initiative, (SSI) aims to evaluate:

1) percentage of students who will be proficient in reading by the end of the third grade;
2) percentage of students with Limited English Proficiency who will be proficient in English;
3) percentage of students who will be educated in learning environments that are safe, drug free, and conducive to learning.

ENAN-II directly supports "honoring our trust responsibilities to Indian tribes" and more directly "Improving Indian Education" by providing the technology infrastructure to the DOI Indian Schools that opens up various educational resources and experiences that were not previously available. In doing such, the DOI is, in part, meeting its trust responsibilities to the Indian children under its educational care. The Government Performance and Results Act, (GPRA) focuses the OIEP's attention on improving delivery of services to its customers, the Indian Children attending the OIEP Funded Schools, their parents, and the Local School Boards.

The purpose of the ENAN-II is to provide a "standards based" network that encompasses all school networks, platforms, and other computing environments to provide timely access to Educational Resources and OIEP Data Stores. This investment will allow the ENAN-II to continue to provide and increase these services as the educational demand increases. By leveraging this investment, OIEP Schools and the Indian Children who have been historically behind national standards and lacking in technology educational mechanisms, will have the same, if not a better technology playing field as those students in high economic based school systems.

The mission of OIEP is to provide quality education opportunities from early childhood through life in accordance with the Tribe's needs for cultural and economic well-being in keeping with the wide diversity of Indian Tribes and Alaska Native villages as distinct cultural and governmental entities. OIEP shall manifest consideration of the whole person, taking into account the spiritual, mental, physical, and cultural aspects of the person within a family and Tribal or Alaska Native village contexts. (25 CFR Part 32).

Identified Goals supporting this Mission are:

1.) All Children will read independently by completion of the Third Grade.
2.) Seventy Percent (70%) of students are proficient or advanced in reading and Math.
3.) Individual Student attendance rate will be 90% or Better
4.) Students demonstrate knowledge, language and culture to improve academic achievement
5.) Increased enrollment, retention, placement and graduation rates for Post Secondary students.

How does it support the strategic goals from the President's Management Agenda?

The ENAN-II Provides E-Gov Initiatives in the following areas:

Government to Citizen

Proposed Agency Managing Partner: DOI
This Project will provide access to School Information Stores that are designed to inform the citizen of the School's Mission, accreditation, and offerings in support of providing Education to qualified Indian Students.

Value to Citizen: The average citizen who resides on or near an BIA funded School whose child is eligible for enrollment within the School, will have the necessary information required on the schools performance to make an informed decision on whether to enroll that child at the BIA funded school or an ancillary public or private institution.

Value to the Government: Increased accessibility to the Governments Performance and achievement in its treaty obligations to tribes and communities. Increased Accountability.

Government to Government

Proposed Agency Managing Partner: DOI
The ENAN-II will increase accessibility between the federal government and tribal governments through the use of the school networks and/or the community learning center access points. Such communication streams, although ad-hoc, nevertheless increases understanding and support from both governmental entities.

Value to Citizen: Increased communications between local governments and the federal governments can alleviate time delays and misunderstandings using traditional non-network based communications channels.

Value to Government: Increased access to the constituency.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

The OIEP, its programs and services are self-contained; the General Services Administration is used for contracting services only.

How will this investment reduce costs or improve efficiencies?

Data Networks allow for communication between users, applications and data systems. Without a networked environment, it is difficult to operate efficiently and economically. A networked operating environment by itself, however, does not guarantee that secure and reliable information exchange will occur. OIEP Guidelines, Standards, and common set of expectations are required.

The Role of ENAN-II is to provide a stable, secure, and reliable environment, allowing OIEP Management to focus resources in other areas that provide educational value to the Customer and to ensure that Educational Treaty requirements are met.

ENAN-II serves as the foundation from which efficiency improvements and cost reduction initiatives can be built while providing for superior delivery of educational content to the 50,000 Students who use the ENAN-II. As the ENAN-II evolves, additional opportunities to deliver this content while reducing costs and improving efficiencies will be explored. This investment will provide both qualitative and quantitative benefits through the implementation of the SSI system and the ability to network student achievement results in real time.

List all other assets that interface with this asset.

The OIEP School Statistics Interface is dependent upon this Capital Asset. The SSI is in development stage and ENAN-II considerations are incorporated as part of its base design.

Have these assets been reengineered as part of this	No

investment?	

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	4.3
BY 2007 Total, All Stages Resources:	4.3
Life Cycle Total, All Stages Resources:	49.080

School Statistics Initiative (SSI)

BIA - School Statistics Initiative (SSI)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Bureau of Indian Affairs
Budget Account Number	010-76-2100
Account Name	Operation of Indian Programs
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Office of Indian Education Programs - School Statistics ADP
Name of Investment	BIA - School Statistics Initiative (SSI)
Full UPI Code	010-76-01-05-01-7609-00-106-015
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	

The purpose of the Student Statistics Initiative (SSI) investment is the improvement of student achievement, through a student data management system, for the Bureau of Indian Affairs Office of Indian Education Programs (OIEP). This investment pays to; a) maintain two legacy information technology systems (ADA/ADM and ISEP) that partially support these needs, b) funds the replacement system that both consolidates the functionality of these legacy systems, and c) fully supports the needs of users. SSI was reviewed and selected for the FY06 portfolio by the DOI Investment Review Board (IRB) on June 22, 2005. The legacy systems are in the Steady State phase of the DOI's CPIC process, and the replacement system is in the Control phase.

The OIEP provides annual school funding for more than 47,600 students in grades K - 12, and indirectly serves over 400,000 students through various supplemental education programs from the Department of Education such as the Johnson O'Malley and Title I programs. Currently, the OIEP educational system includes 184 schools (187 sites) in 23 states: 118 day, 52 boarding, and 14 peripheral dormitories. Day schools provide an instructional program only; boarding schools provide both an academic and residential program; and peripheral dormitories provide a residential program only, as students receive their academic program in a public school. The goal is have a platform that organizes and maintains basic student information, which is needed for the process of instructional planning. Title I is a program providing special classes and instruction for students who are identified as requiring these services because of lower than expected academic performance. All of the day and boarding (170 schools) schools conduct a Title I program.

Since the passage of Part B of Title XI of Public Law 95-561, November 1, 1978, the Education Amendments of 1978, Section 1132 Management Information system, the OIEP is to develop a computerized management information system, which shall provide information to all agency and area offices of the Bureau, and to the Center for School Improvement. Such information shall include but shall not be limited to (1) student enrollment; (2) curriculum; (3) staff; (4) facilities; (5) community demographics; and (6) student assessment information.

The OIEP has been attempting to accomplish this mandate through projects such SEAS, OSIRIS, and most recently the School Statistics Initiative (SSI). Previous efforts, prior to SSI, have had limited success due to the wide geographic distance of the bureau-funded schools and their limited and/or non-capability to access the Internet to retrieve, forward, and receive data. However, Public Law 107-110 the No Child Left Behind Act (NCLB) which is pressuring all schools to increase academic performance, has intensified the OIEP efforts to fully achieve Pub. L. 95-561 Section 1132. Since 1998, the OIEP has expended significant resources to ensure all 184 schools are wired to the Internet, either through a cable or satellite system, to fully implement Pub. L. 95-561 and Pub. L. 100-297.

While the primary criteria for any action within a school system must be academic achievement for students there are many peripheral factors that must also be addressed. For the OIEP, the maintenance of the Indian School Equalization Program (ISEP), Average Daily Attendance/Average Daily Membership (ADA/ADM) reports, student counts and placements required under the Individuals with Disabilities Education Act (IDEA), enrollment information required under NCLB, lunch program needs and other reports such as those required under GPRA will be facilitated by the investment. Many work hours are currently consumed in verifying information completing the referenced reports. These are hours that could be directed toward efforts to improve teaching and learning. The desire is that administration at the school level be educational leaders. This will be facilitated by an effective

student information system. Time may be redirected from management to educational leadership.

The expectation is that Native American students who receive their K - 12 grade education in the BIA funded schools will reach or exceed the educational achievement of students attending public schools across the United States. A BIA goal is that all children will reach the proficient or advanced levels in reading, language arts and mathematics. An important goal such as this cannot be achieved without accurate data to guide school communities in determining strategies to improve achievement for all students. The SSI investment will provide the Department, Bureau, and OIEP a central data warehouse that provides reports and analysis, which enables data to be turned into useful information. The central warehouse will allow the OIEP to store, access, and analyze data to reformulate academic and residential strategies, create new visions, and ideas to increase academic performance. The goal of the investment is utilize data to align curriculum to standards, reduce the time between assessments and evaluation results, and have real time access to consistent, bureau-wide, detailed data. This would eliminate our current irregular, time consuming method of data collection and would increase our outreach to include finance, transportation, and food service.

At a minimum, the SSI investment will allow the tracking of students; analyze standardized test trends in student performance to identify weakness and success; maintain and view student profiles; create and customize reports; track progress toward Annual Yearly Progress (AYP); and the related state tests and benchmark data. Additionally, accountability is a concept that has been brought to the forefront by legislation such as NCLB, and indeed, there are many data calls and reports required as a result. These data collections and reports are of no value in and of themselves unless the information is useful to guide school reform and results for individual children. Without a system that will allow accuracy of information, that can provide individual as well as aggregated information, thereby allowing statistical accuracy; that will support longitudinal comparisons; and, that will allow comparisons across fields the variables that may affect student learning may not be adequately scrutinized. Example: When the aggregate data is gathered on achievement it might be learned that 50% of third graders are not reading at grade level. What may not be learned is that of the two third grades one classroom has 75% of the students reading at grade level and the other has 75% not reading at grade level. When the information is at the student level, as would be supported by the legacy system considered for this investment, there is the possibility to begin to understand the difference between classrooms (i.e., one classroom has more students who are not English proficient). When a variable is identified it can be addressed.

This investment will also greatly enhance the OIEP efforts in school reform. To provide for effective school reform there is a need to look at factors such as attendance, language skills, does a child have a special need, do they go home or stay in a dormitory, as well many other factors unique to a given school. The gathering and reviewing of student information provides for patterns to emerge that will allow school communities to perceive obstacles to learning and to research possible solutions.

The maintenance of the legacy systems are being funded with DOI budget that has been reflected in prior budget requests. The development, and maintenance through FY06, of the new system is being paid for in multiyear funds from the Department of Education. Maintaining the system in FY07 will be accomplished by utilizing contracts established in prior years.

The Department of Education funding will, for the most part, be expended in the year following its appropriation.

How does this investment support your agency's mission and strategic goals and objectives?

The U.S. Department of the Interior (DOI), with eight bureaus, is the nation's principal conservation agency, charged with the mission "to protect and provide access to our Nation's natural and cultural heritage and to honor our trust responsibilities to Indian tribes and our commitments to Indian communities." Additionally, the Secretary of the Interior has specifically addressed "Improving Indian Education" as a cornerstone of her commitment to serving the public interests, providing quality communities for Indian tribes and improving the succession of Indian students to each education level from early childhood to job placement.

As outlined in the DOI Strategic Plan, February 2003 - Page 36

"Fulfill Special Responsibilities to American Indians -- The School Statistics Initiative (SSI) aims to meet DOI's Trust responsibilities to Native American tribes and commitments to Indian communities by measuring: 1) number of tribal education groups served; 2) number of Bureau of Indian Affairs funded elementary, secondary and post-secondary schools, line offices, and field offices; and 3) number of community learning centers served from providing Wide Area Network / Internet connectivity. The School Statistics Initiative aims to provide the Bureau with the capability to quickly evaluate: 1) percentage of students who will be proficient in reading, language arts and math; 2) percentage of students with Limited English Proficiency who will be proficient in English; 3) percentage of students who will be educated in learning environments that are safe, drug free, and conducive to learning.

The OIEP's focus is improving delivery of services to its customers, the Native American Children attending the OIEP funded schools, their parents, and local school boards. The purpose of the SSI is to provide a standards based school administration system that homogenizes all school administration systems to provide uniformity in the manner in which schools collect, track, and use student and school data. By doing such, a common environment is established to enable a higher level of accountability and achievement in the education of Native American Children."

Identified Department and Department IT Strategic Goals supported are: 1.) Serving Communities 2.) Capital

Planning & Investment. The mission of OIEP is to provide quality education opportunities from early childhood through life in accordance with the Tribe's needs for cultural and economic well-being in keeping with the wide diversity of Indian Tribes and Alaska Native villages as distinct cultural and governmental entities. OIEP shall manifest consideration of the whole person, taking into account the spiritual, mental, physical, and cultural aspects of the person within a family and Tribal or Alaska Native village contexts. (25 CFR Part 32).

Identified OIEP Goals supporting this mission are: 1.) All students will meet or exceed academic proficiency levels in reading and/or language arts and mathematics. 2.) All schools and residential programs will provide a safe and secure environment by decreasing incidents of violence and substance abuse by a minimum of 2% annually. 3.) Student attendance rate will meet or exceed the United States rural attendance rate. 4.) All schools will enhance the professionalism of all staff to improve educational programs for student success through: certification in their respective areas; comprehensive, systemic, and on-going professional development; recruitment and retention of highly qualified educators; and development of leadership using the Effective Schools Correlates. 5.) High school graduation rates will be 95% or higher. 6.) Each school will provide curriculum and instruction in Tribal languages and /or cultures as approved by the local school boards. 7.) All BIA funded post-secondary institutions will meet or exceed the United States rural graduation rates.

To meet these goals and subsequently the mission of the OIEP and the Department, the SSI will support OIEP Principles as follows:

-- Establish scalability, extensibility, interoperability, affordability, and open standards in the SSI application system. SSI is an application service provider (ASP) system that is based on common, open standards that facilitate the exchange of educational information. SSI has adopted standards with the DOI guidance that will result in a lower cost of ownership (FTS2001). SSI is architecturally flexible and seamless which will provide for sharing of educational data in multiple methodologies, i.e. Distance Learning, etc.
-- Security will be designed in all educational processes, where necessary. Student and/or school data is protected from unauthorized access at the School level. The SSI will aid in protecting systems from unauthorized access. Information will be properly secured at all times according to the OIEP data classification standards.
-- Information is vital to the Educational process and is to be considered an Asset to be managed effectively without compromising or restricting the educational process. The SSI is the centralized school administration system employed by the OIEP to provide students access to information stores that are not available otherwise while managing access to that information in a manner consistent with protecting the students from harmful or destructive information. The OIEP realizes that an effective data management system is required to maintain balance between these two opposing data stores.
-- The SSI will be available 7 Days a week, 24 hours a day. Since student achievement results fill an increasingly important role in the execution of the OIEP's mission, SSI will be available 24x7 for all students, whether they are traditional, community learning center based, vocational, etc. The availability will also allow authorized access by parents, at their convenience to monitor their student's performance.

This investment addresses the mandate of Public Law 107-110, i.e., the No Child Left Behind Act of 2001, Part D, i.e., the Native American Education Improvement Act of 2001, Section 1042, Amendments to the Education Amendments of 1978, Part B, Bureau of Indian Affairs Programs, Section 1133, Computerized Management Information System. The purpose of the School Statistics Initiative (SSI) program is two-fold. The first objective is to replace aging, DOS/xBase based computerized school administration systems at the few BIA schools that have computerized school administration systems, and at the majority of BIA schools, to introduce computerized school administration systems for the first time. The second objective is to replace the current semi-automated, annual method of collecting school statistics with the school report card and the Indian School Equalization Program (ISEP). A computerized school administration system at each school, connected via the Educational Native American Network - II (ENAN-II) to a centralized database or databases makes it possible to achieve continuous collection of school statistical data by using up-to-date, current standard, client-server computer or browser-based centralized computer systems. Based on a modular procurement approach, the Bureau has funded a SSI Proof of Concept (POC) pilot program to gauge the utility and effectiveness of automated school administration systems at selected BIA schools over the past three years.

The SSI supports two primary functions that are required for the effective management of the duties of the Office of Indian Education Programs:
-- School Administration at the Local Level. The SSI will provide for local School Administration to track and monitor Student Achievement, Special Education Requirements, Health Requirements, Average Daily Attendance/Average Daily Membership, Free and Reduced Lunch Programs, etc.
-- Indian School Equalization Program. The SSI will replace the old outdated XBASE ISEP program and will reduce costs in tabulating the ISEP average daily attendance and average daily membership counts. SSI additionally will increase student and school accountability standards.

How does it support the strategic goals from the President's Management Agenda?

SSI supports the strategic goals of the PMA through collaboration with the Tribes, the Department of Education and State education offices, and through support of the principals of the PMA.

The SSI investment includes government-to-government collaboration between Tribes and OIEP. This investment provides a single school administration system to the 60 schools administered by Indian Affairs, as well as the 124 schools operated by over 60 different tribes. This collaboration provides a significant savings over that possible should Indian Affairs and the Tribes each select their own administrative systems. It provides further

savings in providing a common database from which to generate the many reports needed on student achievement and/or education. For example, each school needs to report the Annual Yearly Progress of its students in the manner prescribed by the jurisdiction in which the school resides. The Bureau and Tribally operated schools combined operate schools in 23 different States, there are 23 different types of Annual Yearly Progress reports. The Bureau funded schools must also report on student attendance and achievement in order to generate reports needed for school funding (ISEP and ERATE). The cost of creating these reports from a single, homogenous system is significantly less than attempting to integrate data from a hodgepodge of different administrative systems, and then generate the reports. The collaboration between the OIEP and the Tribes results in significant savings across the government and through the Tribes that operate schools.

In addition, the SSI investment includes a limited collaboration between Indian Affairs and the Department of Education, both from the standpoint that we are both focused on achieving the goals of the "No Child Left Behind Act of 2001", and that the Department of Education is providing the funds that OIEP is using to implement the statistics collection system to support the NCLB Act. In addition, OIEP is working together with Tribal and State governments as well as Education in order to measure student achievement in a manner consistent with achieving the goals of the "No Child Left Behind Act of 2001."

The SSI investment also supports the principals of the President's Management Agenda. It requires "active, but limited Government" that empowers states, cities, and citizens to make decisions, ensures results through accountability; and promotes innovation through competition.

SSI supports these goals in the following ways: Citizen-Centered, not bureaucracy-Centered. It will expand the use of the Internet to empower citizens, allowing them to request customized information from Washington when they need it, not just when Washington wants to give it to them. "True reform involves not just giving people information, but giving citizens the freedom to act upon it."- Governor George W. Bush. SSI provides a secure, reliable school administration system that allows OIEP to meet its Educational Treaty Obligations to Indian school children and their parents. The SSI does not provide bureaucracy-centered service.

Results-Oriented - Government should be results-oriented -guided not by process but guided by performance. There comes a time when every program must be judged either a success or a failure. Where we find success, we should repeat it, share it, and make it the standard. And where we find failure, we must call it by its name. Government action that fails in its purpose must be reformed or ended.- Governor George W. Bush. The SSI will enable schools and students to share data across the network, provide access to parents to monitor and evaluate their students progress in core curriculum such as mathematics, reading, and so forth. Empowerment of the 51st State for Education [Student] assistance has allowed [Texans] to expand their minds and improve their job prospects. [Student aid] enhances individual lives and ensures a brighter future for our state.- Governor George W. Bush The OIEP acts in both a federal and state role. The OIEP, as recognized by the Department of Education and Congress, is the 51st State Education Authority. No Child Left Behind Act of 2001 (Part D-Native American Education Improvement (H.R. 1-583) - SEC. 1133. COMPUTERIZED MANAGEMENT INFORMATION SYSTEM. (a) In General. "Not later than 12 months after the date of enactment of the National American Education Improvement Act of 2001, the Secretary shall update the computerized management information system with the Office". The computerized management information system notated within the law is the Office of Indian Education Programs' School Statistics Initiative (SSI) program.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
OIEP within BIA within DOI is leading this effort, and is collaborating with the Department of Education, the National Indian School Board Association (NISBA), the Navajo Area School Board Association (NASBA), and over 60 Indian tribes. However, no funding is being provided by NISBA or NASBA, and the Department of Education is not participating in the specification/fielding of the system.
How will this investment reduce costs or improve efficiencies?
When SSI is fully deployed throughout the BIA school system, this investment will reduce costs and improve efficiencies by eliminating the current semi-automated student census system that presently takes six months each year to complete and costs $1.172M per year. Student census and other school statistical information will be current to within days and capable of being updated throughout the year as opposed to just once a year. Under the SSI proof of concept/pilot phases, participating schools have reported numerous instances of increased efficiencies. For example, the ability to know exactly how many and which students are absent shortly after school opens. Another example is the reduction in time to generate school and state reports by approximately half the time currently. SSI life cycle costs will be kept to a minimum through the centralization of databases and key support personnel.
List all other assets that interface with this asset.
This system will be hosted on ENAN II, which will support this investment without any changes to ENAN II.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	0
BY 2007 Total, All Stages Resources:	0
Life Cycle Total, All Stages Resources:	25.947

Loan Management & Accounting System (LOMAS)

BIA - Loan Management and Accounting System (LOMAS)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Bureau of Indian Affairs
Budget Account Number	010-76-2627
Account Name	Loan Accounts Administrative Funds
Account number of any other budget accounts funding this investment:	010-76-2628
Program Activity	Office of Tribal Services Division of Credit
Name of Investment	BIA - Loan Management and Accounting System (LOMAS)
Full UPI Code	010-76-01-05-01-7612-00-105-011
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	

The purpose of the Loan Management and Accounting System (LOMAS) investment is to provide BIA the ability to coordinate the making and servicing of loans to qualified Native American applicants by commercial banks, and to service, collect and track the repayment of loans made by BIA. This investment proposal requests sufficient funds to maintain the current legacy system, as well as enhance the current system to make the system FFMIA and JFMIP compliant.

The LOMAS investment enables BIA to promote the economic development of tribes and individual American Indian and Alaskan Natives by providing financial assistance through the guarantee loans and bonds, insured loans, and payment of interest subsidies via a program known as the BIA Loan Guarantee, Insurance and Interest Subsidy Program. The Indian Financing Act of 1974 and the Federal Credit Reform Act of 1990 authorizes this program. The investment also benefits the American taxpayer by assisting BIA to service and collect the repayment of an existing portfolio of direct loans to American Indian and Alaskan Natives. Although new direct loans are not being made, the existing direct loans must be serviced and collected in accordance with the authorizing statutes.

The investment will also promote electronic storage and retrieval of loan documents to service and collect on loans. The current LOMAS is a subsidiary finance and accounting system designed to: 1) service and collect BIA loans; 2) provide a database for loans and private lenders; 3) provide management information; 4) interface with the BIA core accounting and finance system, FFS (Federal Financial System); 5) generate required delinquency and activity reports to OMB and Treasury departments; and 6) support the BIA Central Office, Regional Offices, and Agency Field Offices in generating loans. However, the current system is not JFMIP or FFMIA compliant, is programmed in an almost defunct computer language, is lacking some desired functionalities, and is not interfaced or integrated with the BIA finance system.

The proposed enhancements to the system will provide all of the functionality of the current system, will be JFMIP and FFMIA compliant, and will integrate and/or interface with the BIA financial system (FFS now, and FBMS in the future). LOMAS supports central office operations by: 1) providing special reports on the loan portfolio, 2) providing the loan data for central office staff to annually update each loan and prepare a yearly OMB subsidy model and subsidy rate that governs the amount of loans available from appropriations, 3) and tracking the jobs created and other benefits from loans. It supports the 12 regional offices by providing data to analyze loans, recording data to place a loan after approval, and maintaining records on servicing and collections.

How does this investment support your agency's mission and strategic goals and objectives?	

The LOMAS investment supports the agency's mission, goals and objectives in that it provides a means to administer the loan management and accounting program and serves Indian borrowers, lenders, all regional BIA offices within the Indian community, and the Central Office. The current LOMAS system supports the DOI's management strategic goal #5, "Manage the Department to be highly skilled, modernized, functionally integrated, citizen-centered, and results oriented." Specifically, LOMAS addresses an intermediate outcome of strategy #2 titled "Improved Financial Management". The outcome goal or measure that is addressed is to

improve the accountability of the LOMAS data.

Without the automated LOMAS system, BIA would not have the manpower to process and track every loan, therefore fewer jobs would be created or sustained by the BIA loan program. In addition, LOMAS supports DOI's strategic goal #4, "Safeguard property and financial assets, advance scientific knowledge, and improve the quality of life for communities we serve." The intermediate outcome that LOMAS addresses is strategy #4 "Increase economic self-sufficiency for insular areas." The outcome goal or measure that it addresses is "improve economic growth." Guaranteed or insured loans are targeted to projects with an emphasis on manufacturing, business services, tourism-including hotels, motels, and restaurants, and providing increased economic development on Indian reservations.

In FY 2004, BIA Credit Services began implementing the Loan Insurance Program and modifying LOMAS to account for Loan Insurance activity. When fully implemented the loan insurance program will provide an excellent way for Indian firms to obtain insured loans. BIA approval will not be needed for insured loans up to $250,000 and can be processed faster and at a lower cost as compared to guaranteed loans. The Indian Financing Act Amendments of 2002 increased the insured loan limit from $100,000 to $250,000. BIA Credit Services has made recent efforts towards implementing the loan insurance program by developing new regulations and conducting workshops to inform lenders and tribes about the benefits of insured loans. The Indian Financing Act specifically authorizes use of the BIA loan guaranty program to guarantee tax-exempt or taxable bonds issued by Indian tribes or other organizations. This includes bonds issued by tribes pursuant to their authority to issue tax-exempt bonds under the Tax Status Act. BIA may guarantee certain kinds of bonds or similar debt obligations as though they were loans. The original trustee for the issuance of the debt obligations, the collection of debt obligation payments from the debtor, and periodic payments to the debt obligation holders must be effected through or on behalf of a single trustee, who will be regarded as the lender for purposes of the Loan Guaranty and Insurance Program. The BIA, Division of Accounting Operations, Loan Accounting Section would work with the BIA Division of Credit to modify LOMAS to account for bond guarantees in a similar manner to approved guaranteed loans.

BIA's implementation of both the Loan Insurance Program and Bond Guarantee Program impacts the Indian community in two new directions. The Loan Insurance Program targets individual Indian firms seeking financing on a smaller scale to meet their financing needs while the Bond Guarantee Program targets Indian tribes seeking financing in the millions of dollars to improve governmental infrastructure and economic development projects, simultaneously. Both programs enhance the Indian Loan Guarantee program, which seeks to assist Indian tribes and individuals in the economic development of their federally recognized Indian reservations by providing access to private financing that normally would not be available.

This project was selected for the FY2007 portfolio by the DOI Investment Review Board (IRB) in June of 2005.

How does it support the strategic goals from the President's Management Agenda?

The LOMAS system facilitates the President's E-government strategic goal in that it will make it simpler for citizens to receive high-quality service from the federal government, while reducing the cost of delivering those services. Specifically, LOMAS addresses this initiative through accepting loan requests, interest subsidy requests and payments, and providing lender reporting by electronic means. E-Government will automate internal processes and assist in reducing the business reporting burden.

The LOMAS system supports the President's vision for government reform by addressing the strategic goals of competitive outsourcing, improved financial performance, and E-Government. The new initiative to enhance LOMAS, and if not feasible, to seek a COTS solutions or the outsourcing of the application, allows for potential competition between private and public sources. BIA will implement procedures for evaluating public and private sources, ensure publication of the activities subject to potential competition (issue RFI), and ensure senior level agency attention to the promotion of competition.

The strategic goal of improved financial performance is supported in the current LOMAS system and will be further strengthened in the enhancement of the system. LOMAS produces accurate and timely information that supports operating, budget, and policy decisions. The enhanced system initiative will improve the financial information derived from the loan program, in that it will be more timely, useful, and reliable. The enhancement of the loan system will assist BIA in more timely reconciliation between FFS and the loan program, through the reduction of potential input errors and the requirement for duplicate entries.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
This project is not a multi-agency initiative.

How will this investment reduce costs or improve efficiencies?
This investment will improve economic vitality in the Indian community by creating and sustaining jobs in or near Indian communities. Without the current automated LOMAS system the number of jobs created or sustained would be very difficult to measure. Currently, 1,500 new jobs have been created and sustained and 50 new businesses have started operating, which has also resulted in increased tax revenue. The current LOMAS system is not fully interfaced with the BIA core accounting and finance system, the Federal Financial System (FFS). This means that transactions must be entered manually in both LOMAS and FFS, and creates various reconciliation and timing issues. The cost for this dual data entry is approximately $122,000 a year. The enhancement of LOMAS will allow LOMAS to be fully interfaced with FFS, the current BIA finance system, and with FBMS, when it replaces FFS. The interface will preclude the requirement for duplicate data entry and eliminate timing and reconciliation issues.

List all other assets that interface with this asset.	
The current LOMAS system partially interfaces with FFS. These interfaces will be expanded in the proposed enhancement of LOMAS to preclude duplicate data entry and eliminate timing and reconciliation issues. The proposed enhancement will adhere to existing FFS interface specifications, thus requiring no reengineering of FFS to accommodate the expanded interfaces. Additionally, the enhancement will be designed so that as FBMS is fielded over the next 4 years, that LOMAS can be adjusted to interface with it.	
Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0.100
BY 2007 Acquisition Resources:	0.300
BY 2007 Maintenance Resources:	0.100
BY 2007 Total, All Stages Resources:	0.500
Life Cycle Total, All Stages Resources:	6.306

Facilities Management Information System (FMIS)

BIA - Facilities Management Information System (FMIS)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Bureau of Indian Affairs
Budget Account Number	010-76-2301
Account Name	Education Construction
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Office of Facilities Management and Construction
Name of Investment	BIA - Facilities Management Information System (FMIS)
Full UPI Code	010-76-01-07-01-7613-00-401-119
Investment Justification	

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

FMIS supports the mission of the Office of Facilities Management and Construction, (OFMC) to ensure the efficient and effective stewardship of resources for planning, design, construction, improvement, repair, operation and maintenance of BIA-owned and BIA-funded Indian Education, Law Enforcement and General Administration program support facilities. FMIS provides the functionality and business process features that will provide information to manage BIA facilities over their entire useful life. FMIS contains modules which support Asset Inventories, Deferred Maintenance Backlogs, Safety Management Inspections/Abatements, Construction Project Management, Budget Development and Tracking, Field Work Tickets, Field Work Planning, Environmental and Ad Hoc Reporting. FMIS provides BIA with a very powerful automated support tool to help manage the BIA Facilities Program. It is used to justify funds and account for funds appropriated to operate, maintain and repair BIA facilities as well as provide program management capabilities for the scheduling and planning of facilities management activities. The system is used for recording the identification of all improvement, repair, health and safety issues abatement, and construction projects plus the allocation of funds for these purposes. It is also used to monitor new construction and all facilities improvement and repair activities from conception to conclusion. The system also serves as an on-going communications link with its users. It provides management planning, engineering, operations and maintenance, and fiscal control to central office, area offices, agency offices and school locations. FMIS is in the Steady State Phase of the DOI CPIC cycle. Costs for this investment are reviewed as part of the OFMC CPIC process on a continuing basis to make sure system maintenance and upgrades are within budget and within schedule.

FMIS uses the latest information technology with planning for future growth. An analysis is performed on any recommended changes/enhancements to make sure they meet mission requirements and needs before they are included into the system. With the exception of not having Internet connectivity, FMIS has been well received by the user/customer community.

FMIS was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on June 22, 2005.

How does this investment support your agency's mission and strategic goals and objectives?

DOI STRATEGIC GOAL: Two goals within the DOI Strategic Plan are supported by FMIS. The first is the DOI Strategic Goal of Serving Communities by Improving Education and Welfare Systems for Indian Tribes and Alaskan Natives, (Goal 4 Strategy 2). FMIS was developed to address the material weakness declarations of the BIA Facilities Management programs. FMIS supports the BIA Facility Management programs that are granted, contracted or compacted. FMIS provides data for management to support the maintenance, operation and repair of school facilities in order to lower the Facilities Condition Index (FCI) to fair or good condition (a lower FCI Number is better), and provide a safe supportive environment for education programs. One objective is to improve the safety and functionality of facilities for clients by a reduction in the number of safety deficiencies managed in FMIS. The second objective is Educational improvements in academic performance and attendance.

The Bureau of Indian Affair's mission is to fulfill its trust responsibilities and promote self-determination on behalf of Tribal Governments, American Indians and Alaska Natives to provide Tribes with the resources they need to strengthen their Tribal governments and to exercise their authority as sovereign nations through grants, contracting and compacting Bureau programs

The second Strategic Goal FMIS support is the DOI Strategic Goal of Management Excellence through Performance and Process Improvement, (Goal 5 Strategy 6). FMIS assists in enabling the Department to be highly skilled, accountable, modernized, functionally integrated, citizen-centered, and results oriented by automating scheduling and planning facilities management activities, identifying and tracking improvements, repair and safety issues as well as operation and maintenance of these facilities. In addition it aids in streamlining resource and time allocation through centralized containment of program information.

The FMIS Deferred Maintenance Backlog module along with other supporting modules will efficiently and effectively collect and track information that will support and affect improvement in support of these goals.

OFMC purchased the MAXIMO MMS software to supplement the FMIS system. After conducting a pilot to try and implement Work Tickets, Project Management and Budget modules within MAXIMO it was decided to discontinue the use of MAXIMO and implement Work Tickets, Project Management and Budget modules within FMIS. MAXIMO could not implement the OFMC required business requirements without extensive and costly modifications. Version upgrades to MAXIMO would have been cost prohibitive. In-house expertise could not support updates to MAXIMO to meet changing mission requirements.

How does it support the strategic goals from the President's Management Agenda?

(1) Strategic Management of Human Capital: A Business Process Reengineering (BPR) analysis was conducted and documented for the current "AS-IS" mission functions, including those perceived to be core/priority, were also documented in the "TO-BE" analysis documentation. As part of the BPR analysis, core competencies of existing staff were determined. A strategy was developed to invest in building internal capacity and to contract for services from the private sector for those functions that are not inherent, to tribal or private entities, this will maximize OFMC's ability in getting the job done effectively and efficiently. FMIS is a knowledge based management system with corporate business rules built-in to accommodate the capture of corporate skills and knowledge.

(2) Competitive Sourcing: As part of the BPR analysis and reviewing the core competencies of the existing staff, it was determined that using the existing staff to develop requirements, designing input screens, reports, testing functionality and evaluating the effectiveness of the system, while out-sourcing the design and development of FMIS would be the most cost effective and the most efficient means to accomplish the design and development of FMIS.

(3) Improved Financial Performance: All program activities are well supported by FMIS, which produces savings in program staff time, increased efficiency of data handling, improved coordination between activities and the use of common business rules in FMIS that are compatible with the day-to-day operations. FMIS will be used as part of an overall facility operations and maintenance improvement plan. Improved equipment/systems maintenance will result in increased equipment life, fewer breakdowns and shorter time to complete repairs. By collecting, analyzing and using data more completely, potential problems can be rapidly identified, solutions defined, projects implemented and personnel deployed to expediently and effectively resolve issues. Cost data and maintenance history of physical assets will be maintained in FMIS. This data will be reviewed to determine repeat failures, cost trends, reliability and maintainability, allowing an improvement in the current strategies for equipment and system selection, operation, maintenance and replacement. This data allows OFMC to make more informed operational and investing decisions and to ensure consistent and comparable trend analysis over time and to facilitate better performance measurement and decision-making.

(4) Expanded Electronic Government: FMIS provides a relational, Windows-based, user-friendly information system with marked improvements in flexibility that targets customer/employee needs. Based upon user roles the customer/employee has access to the same data whether at a location, area office, regional office or central office which allows the automation of internal processes to reduce costs internally. FMIS creates a single point of access to OFMC facility management data for individuals. OFMC central office is able to reduce their reporting burden by being able to run bureau wide reports. FMIS uses an inbound process with the Federal Finance System (FFS) to collect construction expenditures on OFMC projects, which allows the project managers to manage their projects in a real time environment.

(5) Budget and Performance Integration: The basic functionally of the Inventory, Backlog/Safety Tracking, Budget, Project Management and Work Tickets modules designed within FMIS will enable the facilities management program to achieve strategic mission goals within the framework of GPRA. As each location utilizes FMIS to manage/control their data, this will be an indication of their performance measures within the facilities management program and will determine their level of budget participation.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

Although FMIS is not a multi-agency initiative, OFMC is a member of the DOI Facility Maintenance Systems Partnership committee and shares implementing strategies with the other bureaus within DOI.

How will this investment reduce costs or improve efficiencies?

All program activities that support the entire scope of the Facilities Management process are well supported by FMIS. FMIS produces savings in program staff time, increased efficiency of data handling, improved coordination between activities and the use of common business rules in FMIS that are compatible with the day-to-day operations. FMIS is used as part of an overall facility operations and maintenance improvement plan.

Improved equipment/systems maintenance will result in increased equipment life, with fewer breakdowns and shorter time to complete repairs.

Cost data and maintenance history of physical assets are maintained in FMIS. This data will be reviewed to determine repeat failures, cost trends, reliability and maintainability, allowing an improvement in the current strategies for equipment and system selection, operation, maintenance and replacement.

Because a high percentage of the Facilities Management business rules (both previous and improved rules) are included in the FMIS software, extraneous databases do not have to be developed, maintained and supported to conduct BIA Facilities business. Fewer updates and upgrades will be necessary to capture the facilities program requirements. The updating and upgrading process for new releases of a COTS-MMS is expensive especially when commercial specialized expertise is required at premium rates to perform any updates or modifications. In-house expertise can be used to update FMIS as needed to meet changing mission requirements, which results in a much lower annual life cycle cost, fewer breakdowns and shorter time to complete repairs. Collecting, analyzing and using data more completely can rapidly identify potential problems identified, solutions defined, projects implemented and personnel deployed to expediently and effectively resolve issues.

List all other assets that interface with this asset.	
No other assets interface with this asset.	
Have these assets been reengineered as part of this investment?	N/A

Requested Investment Summary of Spending for Project Stages ($Millions)

	BY 2007 Planning Resources:	0
	BY 2007 Acquisition Resources:	0
	BY 2007 Maintenance Resources:	2.21
	BY 2007 Total, All Stages Resources:	2.21
	Life Cycle Total, All Stages Resources:	33.178

Trust Asset Accounting Management System (TAAMS)

BIA - Trust Asset Accounting Management System (TAAMS)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Bureau of Indian Affairs
Budget Account Number	010-76-2100
Account Name	Operation of Indian Programs
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Land Title and Land Resource Management
Name of Investment	BIA - Trust Asset Accounting Management System (TAAMS)
Full UPI Code	010-76-01-05-01-7635-00-117-057

Investment Justification
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.
The purpose of the Trust Asset Accounting Management System (TAAMS) investment is to provide a bureau-wide, integrated trust title and land resource information management system that replaces several functionally-duplicative and obsolete legacy systems. This Indian Affairs managed investment covers the maintenance of the title and land resource information management system (TAAMS) that replaced obsolete Indian Affairs systems. The system under maintenance (TAAMS) is an application service provider-like implementation. It is a commercial off-the-shelf application modified for government needs by its vendor and is operated by the vendor at vendor facilities. Continued use of TAAMS provides a proven, reliable system of record for land title and use authorization (otherwise referred to as realty or leasing) purposes. Over the last five years it has established itself within BIA, and its growth and benefits have been witnessed across the Department. Other agencies, including Bureau of Land Management, have recognized the specific attributes of TAAMS and have expressed interest in adopting TAAMS as their system of record for title of public domain lands. This functionality will be extended through the addition of electronic image storage capability, and through extending its use as the system of record for title across DOI. The use authorization capability of TAAMS will remain in operation until the Department's new Land Resource Management System is completed and operational. Future investments in a Land Resources Management System and an Integrated Trust System previously included in the TAAMS business case have been moved to a separate Department level business case. This investment was last reviewed and approved by Indian Affairs' two investment reviews boards on 4/5/05 and 4/7/05, respectively. It was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on June 22, 2005.
How does this investment support your agency's mission and strategic goals and objectives?
The U.S. Department of the Interior (DOI) is the nation's principal conservation agency, charged with the mission "to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to Indian tribes and our commitments to island communities." TAAMS supports determination and management of Indian and (eventually) non-Indian land records at Regional and agency-field locations. It is the current definitive repository for all BIA land management records. **Supported Areas and Strategic Goals from the DOI Strategic Plan** AREA: Resource Use: Strategic Goal: Manage resources to promote responsible use and sustain a dynamic economy. Specifically, Strategy 1 for each of Goals 1, 2 and 3 are supported. TAAMS, with the enhancements, allows the Department to more effectively manage minerals, oil and gas, and forest products and grazing, since data will be more accurate and more readily available. AREA: Serving Communities Strategic Goal: Safeguard lives, property and assets, advance scientific knowledge, and improve the quality of life for communities we serve. Specifically, Strategies 1, 2, 3 and 4, of Goal 3 are supported. Maintaining TAAMS allows for the availability of more accurate data in a timely manner. This in turn provides better management of land and natural resources assets. AREA: Management Excellence: Strategic Goal: Manage the Department to be highly skilled, accountable, modern, functionally integrated, citizen-centered and results-oriented. Both Goals 3 and 4, Modernization and Integration, are specifically supported; the processing of transactions becomes more efficient and accurate, since

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data is entered once and shared among applications and users.

How does it support the strategic goals from the President's Management Agenda?

The President's Management Agenda requires "active, but limited Government" that empowers states, cities, citizens, and Indian tribes to make decisions; ensures results through accountability; and promotes innovation through competition. TAAMS supports these goals in the following ways: --Expanded Electronic Government Goal through automating processes that are currently done manually and by preparing for the alignment of similar business processes, e.g., leasing Indian-owned lands, across all of DOI; --Citizen-Centered, not bureaucracy-centered --Manages Indian individual and tribal interests in trust lands & resources for the trust beneficiaries --Provides the primary land title application or tool that enables the Federal government to meet its trust responsibilities to Indian tribes and individuals --Implements management discipline and structure to plan for capital investments and to operate and maintain Indian Affairs systems for the benefit of Indians and Native Alaskans --Is staffed by government employees and supplemented with contractor staff in accordance with OMB Circular 1-76 --Results-oriented, not process-oriented --Enables agencies to share data across the network --Improves the quality, effectiveness, timeliness, and fairness of services provided to the millions of Indians and Native Alaskans served by BIA --Enables employees to focus on providing essential economic, social, law enforcement, and safety services to its Indian constituents with less duplication --Provides management and executives with the management information available in real-time or near real-time concerning the baseline statistics and associated service levels being provided to their customers --Enables BIA employees who respond to customer requests at all levels to be better served, thus, BIA service will become faster and more effective.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

TAAMS is not a multi-agency initiative.

How will this investment reduce costs or improve efficiencies?

TAAMS significantly reduces the cost to process the probate and title backlogs. Because TAAMS is an "active" title system (which automatically computes official title at the time each title document is entered into the system) rather than a "passive" title system (which does not compute official title until requested to do so - as was LRIS, the legacy system it replaced, which also did not store computed official title data), the land title stored in the system is maintained in an up-to-date status, which means the official title is available and can be queried at all times. The result is a reduction in title determination and certification costs by allowing reuse of title certification reports and data at multiple locations; it also increases customer output by eliminating the "waiting period" of 1-2 weeks minimum for the issuance of certified land title (which is a condition precedent for leasing, mortgaging, and the execution of conveyances or issuance of Orders Determining Heirs or Approving Will). Also, TAAMS' ability to store up-to-date land ownership on-line (including simultaneous display of title/legal interests and beneficial/equitable interests) has the following effects: reducing or eliminating errors and liability arising from reliance on out-of-date title ownership and encumbrance; it also allows the immediate construction, drafting and execution of land title documents (which reduces time and costs, increases output, and increases customer satisfaction). Once TAAMS is allowed to be active in the Internet, the users will be able to request services online thus reducing the time spent in the regional offices requesting the titles.

List all other assets that interface with this asset.

TAAMS interfaces with the Office of Special Trustee (OST) Trust Financial Accounting System (TFAS), which is in the process of being reengineered. The land resource management function interfaces with TFAS. It interfaces with the probate system, ProTrac. It functions or will function with the BIA GIS system. Currently BIA is not allowed to interface electronically with other system/agencies. BIA developed an interface with TFAS within the allowed boundaries put forth by the Court.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Acquisition Resources:	0.000
BY 2007 Maintenance Resources:	13.567
BY 2007 Total, All Stages Resources:	13.567
Life Cycle Total, All Stages Resources:	149.118

National Irrigation Information Management System (NIIMS)

BIA - National Irrigation Information Management System (NIIMS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Bureau of Indian Affairs
Budget Account Number	010-76-2301
Account Name	Engineering and Supervision
Account number of any other budget accounts funding this investment:	010-76-2100
Program Activity	Office of Trust Services
Name of Investment	BIA - National Irrigation Information Management System (NIIMS)
Full UPI Code	010-76-01-01-01-7625-00-117-056

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.

The National Irrigation Information Management System (NIIMS) is a billing and collection system that provides complete debt management for irrigation operation & maintenance and construction accounts. The BIA IT Review Board reviewed the investment on April 7, 2005 and approved it to continue for the current cycle. Departmental approval for inclusion in the BY07 portfolio was given at the June 22, 2005 DOI IRB meeting.

NIIMS tracks financial billing and collection information, establishes receivables, processes collection actions and posts them against the receivables, and, on a daily basis, generates summarized transactions for interfacing with FFS. This application has been designated as a trust application, subsidiary to the Federal Financial System (FFS) by way of a daily interface file of transactions summarized by project, transaction code and revenue source code. The NIIMS end-users are Indian irrigation projects that have costs reimbursable to the Federal government. BIA irrigation personnel at the project offices enter data and maintain the paper-based documentation.

Currently, the NIIMS platform resides at the National Business Center (NBC) in Denver, CO. The NIIMS Application Management Section (NAMS) of NBC, under contract to the Bureau of Indian Affairs' (BIA) Office of Trust Services (OTS) provides NIIMS maintenance. NAMS manages the various major NIIMS functions including: bill generation and mailings; debt management; mailing of demand letters on delinquencies; reconciliation of transactions between NIIMS and FFS; disbursement of delinquent debt by proposing the debt for termination or referral to Treasury; and the generation of scheduled and on demand reports for both BIA end-user and management communities.

The user community recognizes the benefits of an automated billing and collection system. NIIMS facilitates the ready access and secure storage of data, including necessary financial and related reports for BIA irrigation staff and managers. As a result, NIIMS enhances the user community's capability to do their jobs. From a statute, regulatory and procedural perspective, NIIMS programs and processes require irrigation projects comply with applicable laws and regulations, such as the Code of Federal Regulations, BIA Manuals (policies), the Debt Collection Improvement Act of 1996, and Treasury guidelines. These aspects of NIIMS help BIA project, agency, regional, and Central Office managers do their jobs better.

NIIMS is a steady-state investment. Currently, OTS has submitted a request to the BIA Change Control Board for a graphic user interface (GUI) front-end to NIIMS that will be more user-friendly, provide extensive editing for data entry and also allow the NIIMS platform to more easily be converted to an Oracle-based platform. Additionally, with the anticipated transition to FBMS, the FBMS-NIIMS interface file will need to be converted for Oracle compatibility.

For the FY 2007 budget, NIIMS is deemed a major investment because of its lifecycle costs and being classified as a financial system.

How does this investment support your agency's mission and strategic goals and objectives?

NIIMS supports the DOI Mission Area of Resource Use, Strategic Goal 2: Manage resources to promote responsible use and sustain a dynamic economy and its supporting Goal 5 – Deliver water consistent with applicable State and Federal law, in an environmentally responsible and cost-efficient manner. NIIMS allows BIA irrigation projects to bill and collect revenue in order to operate and maintain its facilities. This revenue enables BIA's irrigation projects to continue to service its customers, both Indian and non-Indian irrigators which farm the land for crop production.

NIIMS supports the DOI Mission Area of Serving Communities Strategic Goal 4 and its supporting Goal 3: Fulfill Indian Fiduciary Trust Responsibilities by insuring that accurate records of Trust land are maintained and accurate billing and collection records are provided to end users. NIIMS enables BIA to fulfill its Indian Fiduciary Trust responsibilities by keeping accurate records of its Trust lands and owners.

How does it support the strategic goals from the President's Management Agenda?

PMA Goal 3: Improved Financial Performance: All program activities are well supported by NIIMS, which produces savings in program staff time and increased efficiency of data handling. By collecting, analyzing and using data more completely, potential problems can be rapidly identified. NIIMS tracks financial billing and collection information, establishes receivables, processes collection actions and posts them against the receivables and on a daily basis, generates summarized transactions for interfacing with FFS. NIIMS provides reports on demand and scheduled for BIA management and end users.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.

NIIMS is not a multi-agency initiative because there are no other federal agencies that own and operate irrigation projects. NIIMS does not duplicate any information in FFS, interfacing with FFS in summary only, by project, transaction code, and revenue source code.

How will this investment reduce costs or improve efficiencies?

NIIMS supports all irrigation billing & collection activities, not only saving staff time, but also providing enforcement, automating debt management, retaining data, categorizing accounts, providing balancing reviews among NIIMS, FFS, and Treasury, and providing reports on actions within NIIMS on a regularly scheduled basis. It is anticipated that there will be no immediate cost savings by upgrading or changing this platform to Oracle, but it will facilitate the interface conversion into FBMS.

List all other assets that interface with this asset.

NIIMS does a nightly interface with FFS.

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	.0
BY 2007 Maintenance Resources:	2.195
BY 2007 Total, All Stages Resources:	2.195
Life Cycle Total, All Stages Resources:	16.17

OFFICE OF THE SPECIAL TRUSTEE (OST)

Trust Fund Accounting System (TFAS)

INVESTMENT OVERVIEW AND JUSTIFICATION	

Investment Identification

Agency	Department of the Interior
Bureau	Office of Special Trustee
Budget Account Number	010-90-0120
Account Name	OST Program Operations
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Trust Funds Management
Name of Investment	OST - Trust Funds Accounting System (TFAS)
Full UPI Code	010-90-01-05-01-9003-00-117-057

Investment Justification

Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.
TFAS has been reviewed through the OST CPIC process and is reviewed by the OST IRB yearly or as needed. TFAS is a Steady State Investment and was reviewed by the DOI Investment Review Board and included in the Departmental portfolio in June of 2005. OST is a member of Trust Architecture Review Board (TARB). The TARB reports to the Department Architecture Working Group. The continued use of TFAS has been vetted through the TARB. Congress passed the American Indian Trust Fund Management Reform Act of 1994 (Pub. L. 103-412, title IV, Sec. 401, Oct. 25, 1994, 108 Stat. 4249.) Specific provisions with the Act outline some of the Secretary's fiduciary responsibilities. One of these is: (a) Requirement to account The Secretary shall account for the daily and annual balance of all funds held in trust by the United States for the benefit of an Indian tribe or an individual Indian which are deposited or invested pursuant to section 162a of this title. A traditional general ledger accounting system was inadequate to account for both the daily deposits and the investment activity of approximately 3.47 billion dollars held in trust by the government for individual Indians and Indian Tribes. In order to fulfill the Secretary's fiduciary responsibility, the use of an accounting system specifically designed for trust monies was required. TFAS is being used by private sector trust banking departments. A Request for Proposals was developed and published in FY 1998 to acquire the services of such a system to manage both the individual Indians and the Tribal monies being held in trust. TFAS is SEI Investments Inc.'s Trust 3000 commercial-off-the-shelf (COTS) trust accounting system. The principle objective of this investment is to implement a COTS, private sector used and approved, trust accounting system to meet the fiduciary responsibilities set forth in the American Indian Trust Fund Management Reform Act of 1994 and to assist the Secretary in meeting her fiduciary trust responsibilities. This system is operated in a service bureau environment with the contractor being responsible for the operation and maintenance of the system and the hardware. Therefore, there is no full acquisition costs associated with the investment, as the government does not own the hardware, software or overall system. TFAS is a COTS fee for service contract that tracks and accounts for the funds held in trust by the United States for the individual Indians and Tribes. TFAS is a COTS fiduciary trust accounting system that tracts daily deposits and investment activity of approximately 3.47 billion dollars held in trust by the government for individual Indians and Indian Tribes, it can not and does not have any functional interactions with any other government financial system.
How does this investment support your agency's mission and strategic goals and objectives?
OST's mission is to perform DOI's fiduciary trust responsibilities to American Indian tribes, individual Indians, and Alaskan Natives by incorporating a beneficiary focus and beneficiary participation while providing effective, competent stewardship and management of trust assets. OST has the following Strategic Goals: 1. Provide beneficiary services that are trusted, accurate, and responsive 2. Promote tribal self-governance and self determination that increase participation in managing assets 3. Provide ownership information that is accurate, timely, and reliable 4. Management of land and natural resources that maximize return while meeting beneficiary desires 5. Management of Trust fund assets that meet fiduciary standards

6. Administer services that: i. Enable and empower the organization and workforce to be an effective fiduciary trustee ii. Provide modern, appropriate systems and tools to manage the fiduciary trust TFAS is the best tool to support the OST mission and attain its strategic goals as well as support DOI's mission of Serving Communities- Contribution to Society, DOI's Goal: Fulfill Indian Trust Responsibilities. TFAS provides the same commercial off-the-shelf trust accounting system that is currently in use by approximately 70% of the major US Banks' Trust Departments. Therefore it incorporates private sector system standards and many practices. Further, TFAS manages trust fund assets for timely and productive use and ensures that 100% of beneficiaries who have valid addresses on TFAS receive a periodic statement of performance. The production of this statement of performance is one of the requirements of the American Indian Trust Fund Management Reform Act of 1994 and is a major objective in meeting DOI's and OST's mission and attaining specified Strategic Goals.
How does it support the strategic goals from the President's Management Agenda?
1. Strategic Management of Human Capital This project allows OST personnel to concentrate on assisting the Indian/Tribal accountholder by utilizing the automated features contained within the system and by allowing the system to perform certain automated error checking routines. The use of automated functions allows OST personnel to operate more efficiently. 2. Competitive Sourcing This project utilized full and open competition in FY98 and commercial full and open competition in FY03 to select a private sector vendor who could operate and maintain a trust fiduciary accounting system in a service bureau environment. 3. Improved Financial Performance TFAS allows for the production of comparative quarterly financial statements, accelerating end-of-year reporting, and measure systems compliance with OST's ability to meet OMB and Treasury requirements accurately and timely. Use of TFAS has allowed the government to conduct trust accounting functions in the same manner as the private sector. The system being utilized is the same system that is currently in use by approximately 70% of the US bank trust departments. 4. Expanded Electronic Government TFAS does not serve the general public, rather a subset (Indian trust beneficiaries). The beneficiaries have benefited from the use of this system by allowing the beneficiary to receive electronic direct deposits to their checking or savings accounts. This feature was not available previously. TFAS is a real-time system that allows the government to provide real-time account information to the beneficiary.
If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
TFAS is not a multi-agency initiative.
How will this investment reduce costs or improve efficiencies?
The implementation of a standardized commercial-off-the-shelf trust funds accounting system (investment portfolio data management, cash accounting, trust accounting, etc.) supports department and agency mission requirements by ensuring generally accepted, auditable accounting practices are used. Therefore a very high level of assurance is gained to support the payment of Indian trust funds to the beneficiaries. The system users gain an increased level of efficiency, it enables and empowers the organization and workforce to be an effective fiduciary trustee and provides a modern appropriate system and an exceptional tool to manage the fiduciary trust. Through the use of TFAS automated cash management features, overall cash management for Indian trust funds is enhanced. TFAS provides for the notification of upcoming investment maturities and related interest payments. TFAS also facilitates the printing of statements of performance for each Tribal and individual trust fund account on a regular basis, satisfying DOI Strategy Goal "Manage Trust Fund Assets for Timely and Productive Use." The electronic storage of statements and report outputs from TFAS allow for increased efficiency when researching problems. This reduces personnel costs associated with extensive research.
List all other assets that interface with this asset.
MMS provides information to BIA who in turn provides an interface to the OST GSS. The OST GSS provides an interface to TFAS. Computer Output to Laser Disk (COLD) - STRATA Vision (Filenet's Panagon Report Manager) provides the ability to store and retrieve electronic reports. It is a report management system (repackaged FileNet software) used to report, search and/or annotate, etc. the reports placed in it. STRATA Vision is an internal OST/BIA access only and part of OST's general support system. Open Data Replication (ODR) (for use with TFAS only) provides the ability to process and report statistical data

from TFAS. It is a server-based SQL Database for ad hoc reporting. ODR is an internal application used for processing and reporting statistical data. ODR is accessed by OST only and is part of OST's general support system.

Have these assets been reengineered as part of this investment?	No

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0
BY 2007 Acquisition Resources:	0
BY 2007 Maintenance Resources:	14.072
BY 2007 Total, All Stages Resources:	14.072
Life Cycle Total, All Stages Resources:	363.183

OHTA Account Reconciliation Tool (ART)

INVESTMENT OVERVIEW AND JUSTIFICATION	
Investment Identification	
Agency	Department of the Interior
Bureau	Office of the Secretary
Budget Account Number	010-90-0120
Account Name	DOI OHTA Account
Account number of any other budget accounts funding this investment:	N/A
Program Activity	Historical Accounting
Name of Investment	OS - OHTA Account Reconciliation Tool (ART)
Full UPI Code	010-00-01-05-01-9004-00-301-093
Investment Justification	
Provide a brief description of this investment and its status through your capital planning and investment control (CPIC) or capital programming "control" review for the current cycle.	
The OHTA Account Reconciliation Tool was reviewed and selected for the FY07 portfolio by the DOI Investment Review Board (IRB) on June 08, 2005. This Exhibit 300 was prepared in accordance with the direction and guidance provided by the Office of Management and Budget (OMB), DOI, and government and commercial best practices. As part of the capital planning and investment control (CPIC) process, the DOI Investment Review Board and Trust Enterprise Architecture Review Board rated and ranked the ART by using established criteria and approved it for inclusion in the Office of Special Trustee budget request. Additionally, OHTA submits quarterly project status information that is reviewed by DOI Senior Leadership and designated committees and review boards. The U.S. District Court for the District of Columbia (Court) directed the U.S. Department of the Interior (DOI) to conduct a historical accounting of Individual Indian Money (IIM) accounts under the *Cobell v Norton* lawsuit. DOI considers the historical accounting of IIM funds to be a top priority, and accordingly, the Secretary established the Office of Historical Trust Accounting (OHTA) in July 2001. OHTA is tasked with performing the historical accounting of IIM accounts and verifying their accuracy. To verify account transaction histories, Interior reconciles transactions by examining the original financial documents and related records to determine whether the transaction, as recorded, accurately reflects the proper allocation of collection, interest, or disbursement of funds (reconciliation). Upon completion of the reconciliation, DOI will be able to provide each IIM account holder a Historical Statement of Account (HSA) detailing all specifics of that account's transaction history. DOI also intends to provide each IIM account holder with its opinions regarding the accuracy of the account transaction history and balances. To assist the five Government-selected accounting firms with their reconciliation efforts, OHTA developed the Account Reconciliation Tool (ART). The ART, an automated system, provides a standard and repeatable process for accountants at the various firms to query transactions from legacy systems, link transactions to relevant source documents, and reconcile transactions and note discrepancies. In addition, the ART includes functionality that assists the Government in performing quality control and monitoring of reconciliation activities. Input to the ART begins in the form of hard and soft copy documentation collected from a number of sources including the American Indian Records Repository (AIRR), Office of Trust Records (OTR), Field Agencies of the Bureau of Indian Affairs (Agencies), and other federal departmental records offices containing applicable historical information related to the Indian Trust. Documents needed for the reconciliation effort are scanned into a standard compressed NARA standard Tagged Image File Format (TIFF) version 6 and coded according to standards identified in the OHTA Coding and Imaging Manual. Coded documents are loaded into the ART, viewed, annotated, and linked to transactions by the end users. The ART consists of a front end Visual Basic application and SQL Server database in a distributed environment. Images are stored separately on an Image Server. The ART is deployed to four sites over a private, secure network, which is a sub-domain on the DOI's Enterprise Services Network (ESN). Through a secure, verifiable process. the ART allows only users with appropriate rights to access the network. The ART and supporting components conform to DOI's Enterprise Architecture strategy. Current Status:

Since its inception, OHTA has been, and continues to be, subjected to the outside influences of the Courts and Congress. OHTA's tasks have been drastically altered due to Court mandates and Congressional budget limitations. The purpose of this Business Case Analysis (BCA) and Capital Plan is to discuss how OHTA exists in this highly dynamic, litigious environment. The requested ART funding is necessary to effectively carry out all current Court rulings and Congressional actions, as well as to create a flexible infrastructure that can respond appropriately to any future Court rulings and/or Congressional actions as described below.

OHTA proposed a statistical sampling method in the January 6, 2003 Plan to reconcile a subset of transactions in the population and apply statistical analyses to the entire population of transactions. In September 2003, the District Court provided direction to DOI in the form of a structural injunction, which required the reconciliation of all accounts and all transactions within the population. The structural injunction significantly increases the scope of the reconciliation effort relative to the sampling approach proposed in the Jan. 6 Plan.

In response to the structural injunction, the DOI FY 2004 Appropriations Act (Appropriations Act) authorized funding only for the completion of Special Deposit, Judgment/ Per Capita, and other accounts related solely to Litigation Support. According to the language in the Appropriations Act, OHTA was severely limited in the scope of reconciliation that could be done to comply with the structural injunction. Therefore, in FY 2004 OHTA proceeded with its statistical sampling method of reconciliation as part of its Litigation Support Accounting project.

The appropriations restrictions were lifted with DOI's FY 2005 Appropriations Act, and the Court, directing OHTA to proceed with reconciliation of all transactions and accounts, reinstated the structural injunction. However, in April 2005 a stay was granted, temporarily ceasing OHTA's duties to comply with the injunction. On November 15, 2005 the U.S Court of Appeals for the District of Columbia vacated the District Court's structural injunction, essentially allowing the DOI to determine the most appropriate accounting approach. As a result, OHTA is continuing to follow its timelines to complete the Litigation Support Accounting project, including using statistical sampling analyses to generate a national statistic and begin preparing statements in FY 2006.

The Litigation Support Accounting project objective for FY05 was to continue reconciling selected transactions to determine a national statistic (i.e., error rates within a given confidence interval). A sample of 655 unreconciled transactions was selected and was the performance target for FY05. This is significantly lower than the 15,500 transactions performance target already reported for FY 05 and was revised since the sampling approach only requires 655 reconciled transactions to generate the national statistic. Based on the results of the reconciliation of the 655 transactions, plus prior reconciliation efforts, a national estimate will be prepared. The results of the estimate will determine the number of transactions, if any, will be reconciled in future years.

Because of the unpredictability and dynamics of the *Cobell v. Norton* litigation, OHTA has adopted and follows the Carnegie Mellon Software Engineering Institute (SEI) Capability Maturity Model® Integration (CMMI) process improvement model and uses the industry standard Incremental development lifecycle for the planning, acquisition, development, and maintenance of the mission critical ART system. During fiscal year 2005, the ART system functionality was enhanced to support the court ordered production of the historical statements of account and to reduce the total cost of ownership. The following describes the enhancements that are scheduled for the ART during FY06:

- Reporting - Using the Microsoft SQL Server Reporting Services built into the Microsoft SQL Server Database license, OHTA will begin preparing and producing historical statements of account.

- Document search request tracking - OHTA searches for financial, realty, and ownership documents from various locations to support the reconciliation. A module will be added to ART, which allow users to submit requests for documents, assists with locating boxes to search, and track documents at each stage (requested, found, imaged, coded, loaded into the ART).

- Tribal historical accounting - To support OHTA's responsibilities of Tribal Trust Fund accounting, ART will be modified to support the Tribal historical accounting effort. This included the addition of new database elements and minor enhancements to the user interface. These changes will be made to ART to support Tribal transaction queries.

- Document image compression and management - The number of imaged documents stored in the ART continues to grow significantly as the scope of the reconciliation expands. Currently, there are almost nine million pages in the ART, with many large, multiple page documents. The original COTS component of ART that creates and stores compressed images will need to be replaced by a more robust solution for faster image retrieval times over a Wide-Area-Network (WAN) and allow for the electronic distribution of the images in a non-proprietary format that can be shared with stakeholders across DOI.

- Server Consolidation/Centralization - In order to reduce the total cost ownership of the server licenses and the operational and maintenance (O&M) of the system, OHTA consolidated and centralized the servers supporting the ART system.

How does this investment support your agency's mission and strategic goals and objectives?
The ART supports DOI's mission to, "honor its trust responsibilities or special commitments to American Indians, Alaska Natives and affiliated Island Communities" by enabling a historical accounting of Individual Indian Money Accounts. The DOI Strategic Plan for FY 2003 - 2008 outlines four mission areas and a number of outcome goals. The ART addresses the "Serving Communities" mission area and allows DOI to achieve the End Outcome Goal to "Fulfill Indian Fiduciary Trust Responsibilities". Specifically, the ART enables DOI to comply with the Trust Funds Management Reform Act of 1994 (to account for the daily and annual balances of all funds held in trust by the US for the benefit of an Indian Tribe or an Individual, which are deposited or invested pursuant to the Act of June 24, 1938.). Additionally, the ART enables OHTA to conduct the historical accounting as mandated by the Cobell v Norton lawsuit. The ART also provides OHTA with the ability to share electronic documents, which have been imaged and coded, with DOI and other stakeholders. These documents are copies of original paper records located in DOI and the U.S. National Archives and Records Administration (NARA) records centers around the country and are necessary for the completion of the historical accounting. OHTA's document repository currently holds almost nine million pages of these documents. Sharing these documents electronically will save future imaging costs for other organizations that need the same records. The ART is a stand alone system on a secure private network, which was a requirement due to constraints with Individual Indian Trust Data not being allowed on the Internet. The statements that are produced by the ART will be sent to individual Indian and Tribal account holders.

How does it support the strategic goals from the President's Management Agenda?
OHTA was created in response to the *Cobell v. Norton* lawsuit and developed the Account Reconciliation Tool (ART) to support its historical reconciliation function. The ART supports two of the five Presidential Management Agenda (PMA) areas: Competitive Sourcing and Improved Financial Performance. 1. Competitive Sourcing - OHTA's accounting and statistical functions are performed by commercial entities, while the Government provides management and oversight as part of its Trust obligations. The IT development for the ART was competitively bid and awarded to Booz Allen Hamilton in December 2001. In FY 2004, OHTA competitively bid the ongoing support of the ART and development of future enhancements and awarded the contract to BAE Systems, Inc. Additionally, the ART maximizes the opportunity to continue the competitive sourcing of account reconciliation work due to its well-documented, standardized, and replicable processes. The standardized processes enable comparative performance measurements through a weekly reporting process. Used in conjunction with the Earned Value Management System detailed in section I.H, these measurements enable OHTA to determine which contractors perform the best in terms of cost of transactions reconciled, which furthers the PMA's competitive sourcing goal by employing processes that leverage the lowest cost providers both within and outside of government to accomplish Departmental goals. 2. Improved Financial Performance - By maximizing DOI's ability to render accurate historic accountings, the ART supports the objectives of this goal by improving the accuracy of benefits payments to recipients and improving the timeliness and reliability of financial data.

If this is a multi-agency initiative, identify the agencies and organizations affected by this initiative.
This is not a multi-agency initiative; however OHTA works closely with DOJ, DOI, and Treasury regarding the accounting reconciliation work.

How will this investment reduce costs or improve efficiencies?
The ART provides an automated account reconciliation system for the accounting firms to reconcile transactions in a standard and repeatable manner. The ART improves efficiencies by supporting the standardized accounting processes and reduces costs compared to manual, paper based reconciliation. Efficiencies are gained by using an electronic accounting reconciliation system where users can query transactions; view documents, and send reconciliation results to the Government. Cost savings include printing, mailing, and productivity of accountant labor. In the long term, the ART will result in an overall reduction in reconciliation costs for OHTA to complete the historical accounting as mandated by Cobell v Norton. Additional important benefits of the ART include: A. Perform an accurate and complete accounting in a timely manner B. Establish standards for consistent accounting, usable by multiple firms for repeatability and quality assurance C. Ensure the security and protection of the Indian trust data used in performing the accounting D. Assist the Government in performing QC functions and to monitor the reconciliation activities E. Assist DOI in honoring its special responsibilities and commitments to American Indians and Alaska Natives

List all other assets that interface with this asset.
The ART resides on a virtual private network that is a sub-domain within the Enterprise Services Network (ESN).

Have these assets been reengineered as part of this investment?	Yes

Requested Investment Summary of Spending for Project Stages ($Millions)

BY 2007 Planning Resources:	0.300	
BY 2007 Acquisition Resources:	0.601	
BY 2007 Maintenance Resources:	3.007	
BY 2007 Total, All Stages Resources:	3.908	
Life Cycle Total, All Stages Resources:	26.163	

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